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AN ANALYSIS OF THE STATUS OF AND
FACTORS INFLUENCING MOBILITY OF THE
AIR FORCE CIVILIAN LOGISTICIAN
PART II

THESIS

Margarita Rivera
GS-12, USAF

AFIT/GLM/LSM/89D-51

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AIR FORCE CIVILIAN LOGISTICIAN
PART II
THESIS

Presented to the Faculty of the School of
Systems and Logistics of the
Air Force Institute of Technology
Air University
In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management

Margarita Rivera
GS-12, USAF

December 1989

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Acknowledgements

In my struggle to complete this thesis, there are many people to whom I am deeply indebted. First and foremost, I wish to thank my thesis advisor, Lt Col David E. Lloyd for his time, dedication, and everlasting patience. Thank you, Col Lloyd for teaching me the importance of handling the mice, and also for your motherly advice. You believed in me when even I did not believe in myself.

I also wish to thank my sister, Iris, for listening to my whining long distance (Sprint loves us) and to my friend Mary Waker for her encouragement. A special thank you also goes to SSgt Lambert and Barbara Schaefer, who were so helpful in solving my optical scan problem.

A heartfelt "THANKS" goes to my typist, Jonna Lynn Caudill. Without her dedication and effort this final product would not have been possible.

I also wish to applaud my fellow students' success. For although consumed in their own work, they were also concerned about my success. God bless you all in your future endeavors.

And to Jose, thanks for waiting for the return of your buddy.

Table of Contents

	Page
Acknowledgements	ii
List of Figures	v
List of Tables	vii
Abstract	xvii
I. Introduction	1
Background	1
General Issue	1
Problem Statement	5
Prior Research	5
Research Objectives	8
Research Questions	9
Scope and Limitation	11
Potential Benefits	13
Key Terms and Definitions	15
Organization of the Thesis	18
II. Methodology	20
Introduction	20
Prior Developmental Work	20
Research Design	24
Specific Research Objectives and Questions	27
Summary	39
III. Findings	40
Research Objective 1	40
Research Objective 2	91
Research Objective 3	133
Research Objective 4	193
Summary	252
IV. Analysis of the Data	258
Research Objective 1	258
Research Objective 2	269
Research Objective 3	281
Research Objective 4	289
Research Objectives	300
Summary	306

	Page
V. Conclusions and Recommendations	307
Research Objectives and Applicable	
Conclusions	307
Research Recommendations	313
Recommendations for Future Research	
Efforts	316
Appendix A: Civilian Logistician Mobility Survey .	322
Appendix B: SPSSx Data Analysis Routines	335
Appendix C: Respondents' Opinions on the Subject	
of Geographic Mobility	349
Bibliography	354
Vita	355

List of Figures

Figure		Page
1	Movement Patterns "to" HQ AFLC	93
2	Movement Patterns "from" HQ AFLC	93
3	Movement Patterns "to" OC-ALC	94
4	Movement Patterns "from" OC-ALC	94
5	Movement Patterns "to" OO-ALC	95
6	Movement Patterns "from" OO-ALC	95
7	Movement Patterns "to" SA-ALC	96
8	Movement Patterns "from" SA-ALC	96
9	Movement Patterns "to" SM-ALC	97
10	Movement Patterns "from" SM-ALC	97
11	Movement Patterns "to" WR-ALC	98
12	Movement Patterns "from" WR-ALC	98
13	Movement Patterns "to" Armament Division	99
14	Movement Patterns "from" Armament Division	99
15	Movement Patterns "to" ASD/WPAFB	100
16	Movement Patterns "from" ASD/WPAFB	100
17	Movement Patterns "to" BMO	101
18	Movement Patterns "from" BMO	101
19	Movement Patterns "to" ESD	102
20	Movement Patterns "from" ESD	102
21	Movement Patterns "to" Space Division	103
22	Movement Patterns "from" Space Division	103

List of Figures

Figure		Page
23	Movement Patterns "to" HQ USAF	104
24	Movement Patterns "from" HQ USAF	104
25	Movement Patterns "to" "Other"	105
26	Movement Patterns "from" "Other"	105
27	Dominant Mobility Patterns	110

List of Tables

Table		Page
1	LCCEP Series by Possible Career Family Groupings	25
2	Mobility Levels by Demographic Characteristics by Current Location	41
3	Mobility Levels by Demographic Characteristics by Years of Federal Service	42
4	Mobility Levels by Demographic Characteristics by Years Prior Military Service	43
5	Mobility Levels by Demographic Characteristics by Career Group and Age	44
6	Mobility Levels by Demographic Characteristics by Current Grade, Gender, and Housing Status	45
7	Mobility Levels by Demographic Characteristics by Marital Status, Spouse Employed, and Spouse Willingness to Move	46
8	Mobility Levels by Demographic Characteristics by Current Location	52
9	Percentage of Logisticians Who Have Moved by Current Location	53
10	Mobility Levels by Demographic Characteristics by Years of Federal Service	54
11	Percentage of Logisticians Who Have Moved by Years of Federal Service	56
12	Mobility Levels by Demographic Characteristics by Years of Prior Military Service	57
13	Percentage of Logisticians Who Have Moved by Years of Prior Military Service	58
14	Mobility Levels by Demographic Characteristics by Career Group and Age	59
15	Percentage of Logisticians Who Have Moved by Career Group	60
16	Mobility Levels by Demographic Characteristics by Current Grade, Gender, and Housing Status	61

List of Tables

Table		Page
17	Mobility Levels by Demographic Characteristics by Marital Status, Spouse Employed, and Spouse Willingness to Move	64
18	Year Group Commenced at Current Location by Current Location	66
19	Year Group Commenced at Current Location by Years of Federal Service	68
20	Year Group Commenced at Current Location by Years of Prior Military Service	69
21	Year Group Commenced at Current Location by Logistics Career Group and Age	71
22	Year Group Commenced at Current Location by Current Grade, Gender, and Housing Status .	72
23	Year Group Commenced at Current Location by Marital Status, Spouse Employed, and Spouse Willingness to Move	73
24	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Current Location	75
25	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Years Federal Service . .	77
26	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Years Prior Military Service	78
27	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Logistics Career Group and Age	79
28	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Current Grade, Gender, and Housing Status	80
29	Common Characteristics Among Mobile/Non-Mobile Respondents Mobile by Marital Status, Spouse Employed, and Spouse Willingness to Move . . .	81
30	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion	83

List of Tables

Table		Page
31	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Current Location . .	84
32	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Years Federal Service	85
33	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Years Prior Military Service	86
34	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Logistics Career Group and Age	87
35	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Current Grade, Gender, and Housing Status	88
36	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Marital Status, Spouse Employed, and Spouse Willingness to Move	89
37	Percentage of Logisticians Willing to Move for a Lateral Reassignment, Single Grade Promotion, and/or a Single Grade with Potential for a Two-Grade Promotion	90
38	Major Departing and Ending Locations Total Number of Moves 1071	92
39	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Current Location . .	111
40	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Years of Federal Service	112

List of Tables

Table		Page
41	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Years Prior Military Service	113
42	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Logistics Career Group and Age	114
43	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Current Grade, Gender, and Housing Status	115
44	Acceptance of Lateral Reassignment, Single Grade Promotion, or Single Grade with Potential for Two-Grade Promotion by Marital Status, Spouse Employed, and Spouse Willingness to Move	116
45	Percentage of Logisticians Willing to Move for a Lateral Reassignment	117
46	Percentage of Logisticians Willing to Move for a Single Grade Promotion	119
47	Percentage of Logisticians Willing to Move for a Single Grade with Potential for a Two-Grade Promotion	120
48	Geographic Locations Most Acceptable for a Lateral Reassignment	121
49	Geographic Locations Most Acceptable for a Single Grade Promotion	124
50	Geographic Locations Most Acceptable for a Single Grade with Potential for a Two-Grade Promotion	126
51	Geographic Locations Least Acceptable for Any Move	129
52	Willingness to Move Based on Previous Moves . .	131
53	Selection of the Factors of Mobility "First Choice" Only	134

List of Tables

Table		Page
54	Selection of the Factors of Mobility Conglomerate of First, Second, and Third Choices	135
55	Selection of the Factors of Mobility Decision: Have Moved by Current Location . . .	138
56	Selection of the Factors of Mobility Decision: Have Moved by Years of Federal Service	142
57	Selection of the Factors of Mobility Decision: Have Moved by Years Prior Military Service	144
58	Selection of the Factors of Mobility Decision: Have Moved by Logistics Career Group	147
59	Selection of the Factors of Mobility Decision: Have Moved by Age	149
60	Selection of the Factors of Mobility Decision: Have Moved by Current Grade	150
61	Selection of the Factors of Mobility Decision: Have Moved by Gender and Housing Status	151
62	Selection of the Factors of Mobility Decision: Have Moved by Marital Status	152
63	Selection of the Factors of Mobility Decision: Have Moved by Spouse Employed . . .	153
64	Selection of the Factors of Mobility Decision: Have Moved by Spouse Willingness to Move	154
65	Selection of the Factors of Mobility Decision: To Move by Current Location	157
66	Selection of the Factors of Mobility Decision: To Move by Years of Federal Service	161
67	Selection of the Factors of Mobility Decision: To Move by Years Prior Military Service	163

List of Tables

Table		Page
68	Selection of the Factors of Mobility Decision: To Move by Current Grade	166
69	Selection of the Factors of Mobility Decision: To Move by Logistics Career Group	167
70	Selection of the Factors of Mobility Decision: To Move by Gender and Housing Status	169
71	Selection of the Factors of Mobility Decision: To Move by Age and Marital Status .	170
72	Selection of the Factors of Mobility Decision: To Move by Spouse Employed and Spouse Willingness to Move	172
73	Selection of the Factors of Mobility Decision: Did Not Apply by Current Location .	175
74	Selection of the Factors of Mobility Decision: Did Not Apply by Years of Federal Service	179
75	Selection of the Factors of Mobility Decision: Did Not Apply by Years Prior Military Service	181
76	Selection of the Factors of Mobility Decision: Did Not Apply by Current Grade, Gender and Housing Status	184
77	Selection of the Factors of Mobility Decision: Did Not Apply by Logistics Career Group	186
78	Selection of the Factors of Mobility Decision: Did Not Apply by Age and Marital Status	188
79	Selection of the Factors of Mobility Decision: Did Not Apply by Spouse Employed and Spouse Willingness to Move	190
80	Selection of the Factors of Mobility Decision: Will Not Move by Current Location .	194

List of Tables

Table		Page
81	Selection of the Factors of Mobility Decision: Will Not Move by Years of Federal Service	198
82	Selection of the Factors of Mobility Decision: Will Not Move by Years Prior Military Service	200
83	Selection of the Factors of Mobility Decision: Will Not Move by Current Grade . . .	202
84	Selection of the Factors of Mobility Decision: Will Not Move by Logistics Career Group	203
85	Selection of the Factors of Mobility Decision: Will Not Move by Gender and Housing Status	205
86	Selection of the Factors of Mobility Decision: Will Not Move by Age and Marital Status	206
87	Selection of the Factors of Mobility Decision: Will Not Move by Spouse Employed and Spouse Willingness to Move	208
88	Mobility Opinions of Air Force Civilian Logisticians by Current Location	211
89	Mobility Opinions of Air Force Civilian Logisticians by Years of Federal Service . . .	212
90	Mobility Opinions of Air Force Civilian Logisticians by Years Prior Military Service .	213
91	Mobility Opinions of Air Force Civilian Logisticians by Current Grade, Logistics Career Group, and Gender	214
92	Mobility Opinions of Air Force Civilian Logisticians by Housing Status, Age, and Marital Status	215
93	Mobility Opinions of Air Force Civilian Logisticians by Spouse Employed and Spouse Willingness to Move	216

List of Tables

Table		Page
94	Percentage of Logisticians who Agree/ Disagree Geographic Mobility is Important in Providing Qualified People	217
95	Mobility Opinions of Air Force Civilian Logisticians by Current Location	219
96	Mobility Opinions of Air Force Civilian Logisticians by Years of Federal Service . . .	220
97	Mobility Opinions of Air Force Civilian Logisticians by Years Prior Military Service .	221
98	Mobility Opinions of Air Force Civilian Logisticians by Current Grade, Logistics Career Group, and Gender	222
99	Mobility Opinions of Air Force Civilian Logisticians by Housing Status, Age, and Marital Status	223
100	Mobility Opinions of Air Force Civilian Logisticians by Spouse Employed and Spouse Willingness to Move	224
101	Percentage of Logisticians who Agree/ Disagree Geographic Mobility is Necessary for Senior Managers	225
102	Mobility Opinions of Air Force Civilian Logisticians by Current Location	226
103	Mobility Opinions of Air Force Civilian Logisticians by Years of Federal Service . . .	227
104	Mobility Opinions of Air Force Civilian Logisticians by Years Prior Military Service .	228
105	Mobility Opinions of Air Force Civilian Logisticians by Current Grade, Logistics Career Group, and Gender	229
106	Mobility Opinions of Air Force Civilian Logisticians by Housing Status, Age, and Marital Status	230

List of Tables

Table		Page
107	Mobility Opinions of Air Force Civilian Logisticians by Spouse Employed and Spouse Willingness to Move	231
108	Percentage of Logisticians who Agree/ Disagree Career Broadening is Possible Without Geographic Mobility	232
109	Mobility Opinions of Air Force Civilian Logisticians by Current Location	234
110	Mobility Opinions of Air Force Civilian Logisticians by Years of Federal Service . . .	235
111	Mobility Opinions of Air Force Civilian Logisticians by Years Prior Military Service .	236
112	Mobility Opinions of Air Force Civilian Logisticians by Current Grade, Logistics Career Group, and Gender	237
113	Mobility Opinions of Air Force Civilian Logisticians by Housing Status, Age, and Marital Status	238
114	Mobility Opinions of Air Force Civilian Logisticians by Spouse Employed and Spouse Willingness to Move	239
115	Percentage of Logisticians Who Agree/Disagree Geographic Mobility is Necessary to Enhance Career	240
116	Mobility Opinions of Air Force Civilian Logisticians by Current Location	241
117	Mobility Opinions of Air Force Civilian Logisticians by Years of Federal Service . . .	242
118	Mobility Opinions of Air Force Civilian Logisticians by Years Prior Military Service .	243
119	Mobility Opinions of Air Force Civilian Logisticians by Current Grade, Logistics Career Group, and Gender	244

List of Tables

Table		Page
120	Mobility Opinions of Air Force Civilian Logisticians by Housing Status, Age, and Marital Status	245
121	Mobility Opinions of Air Force Civilian Logisticians by Spouse Employed and Spouse Willingness to Move	246
122	Percentage of Logisticians Who Agree/Disagree Geographic Mobility has been Beneficial	247
123	Perceived Promotional Opportunity by Current Location	253
124	Perceived Promotional Opportunity by Years of Federal Service and Years Prior Military Service	254
125	Perceived Promotional Opportunity by Logistics Career Group and Age	255
126	Perceived Promotional Opportunity by Current Grade, Gender, and Housing Status	256
127	Perceived Promotional Opportunity by Marital Status, Spouse Employed, and Spouse Willingness to Move	257

Abstract

The objective of this research effort was to determine the extent of geographic mobility and identify the factors which influence the mobility of Air Force civilian logisticians. This research effort builds upon a study performed by Carol J. Felici in 1986. The interested reader should review Felici's work, as it contains the rationale and research design for this study.

The data contained in this study was generated from a questionnaire sent to 2593 civilian logisticians in the grades GS-12 through GM-15. Responses were received from 1594 individuals. Actual mobility histories, possible relocation sites, decision influencing factors, opinions about mobility, and selected demographic characteristics were analyzed to determine both the extent of and the factors which influence the mobility of the Air Force civilian logistician.

The analysis of this data has provided new insight into the area of mobility of the Air Force civilian logistician:

1. 63.68 percent of the respondents had never moved as a GS-11 or higher. There was however a highly mobile minority that accounted for a large portion of the moves.

2. Air Force management has not been successful in communicating the need and importance of geographic mobility

to the GS-12 through GM-15 civilian logistician work force. Although the respondents can intellectually see the value of mobility to the Air Force, they do not view geographic mobility as a personal priority.

3. The primary factors involved in mobility decisions are job opportunities and family.

4. The major pipeline patterns were identified.

To conclude, recommendations were made to improve the questionnaire and future data analysis.

AN ANALYSIS OF THE STATUS OF AND FACTORS INFLUENCING
MOBILITY OF THE AIR FORCE CIVILIAN LOGISTICIAN
PART II

I. Introduction

Background

This research effort is a continuation of the study titled "An Analysis of the Status of and Factors Influencing Mobility of the Air Force Civilian Logistician, Part I" by Ms. Carol J. Felici, Air Force Institute of Technology (AFIT), Class 86S. This research used the research objectives and questions, as well as the methodology originally developed by Ms. Felici. Portions of her study are quoted throughout this thesis to enhance the reader's understanding.

General Issue

Pentagon spending has been declining, evidence by the 1989 defense budget, which was cut by \$33 million before reaching Congress. Former Secretary of Defense, Frank C. Carlucci, upon unveiling the 1989 budget, expressed his concerns that despite budget cuts, the United States' basic military strategy remains the same (1:3). Therefore, due to the ever increasing restraints on defense spending, the Air Force will have to maintain and possibly increase their level of productivity in order to produce at the same level with fewer resources.

Under these budget cuts one of the key areas of reduction is personnel. Of 46,100 uniformed personnel required to be cut in fiscal year 1989, 25,000 are Air Force people (1:3). Because of the reductions in personnel the Air Force will be forced to take a closer look at his critical resource - its manpower.

One strength of military personnel is mobility. Senior Air Force managers have the authority to move highly trained military personnel where they can be optimally used. This is not the case with civilian employees. Civilian Air Force personnel are mobile only on a voluntary basis.

Ms. Felici found that the U.S. population has become less mobile (4:33-34). Private industry has demonstrated concern about the lack of mobility among their workers and has made adjustments to accommodate for this change. It therefore behooves the Air Force to take an inward look to determine if mobility rates have changed among logisticians, and if so, to determine if adjustments are necessary (4:34).

To understand the need for mobility of civilian logisticians, it is necessary to know what logisticians do. RADM Henry E. Eccles in his article "Logistics - What is it" described both pure and applied logistics. While pure logistics deals with the abstract principle of logistics, applied logistics is concerned with the actual tasks and the individuals and organizations necessary to accomplish those

tasks (2:10-16). The Joint Chiefs of Staff's Publication I defines logistics as:

That part of the entire military activity which deals with: (1) design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and distribution of material; (2) induction, classification, training, assignment, welfare, movement, evacuation and separation of personnel; (3) acquisition or construction, maintenance, operation and disposition of facilities; (4) acquisition or furnishing of services. It comprises both planning, including determination of requirements, and implementation (2:11).

Because of the complexity and diversity of logistics functions, senior Air Force personnel need to be knowledgeable in a variety of logistics activities. This variety of experiences provides developing logisticians with the opportunity to learn and understand the myriad of relationships that exist between the logistics functions. This understanding becomes increasingly important as individuals progress toward executive positions (5:15). Logisticians who will move when needed, become valued assets to the Air Force. With a mobile work force the Air Force can fill key positions with the best qualified individuals as well as insure that important discipline and career development take place.

Senior Air Force managers, such as former Deputy Chief of Staff for Logistics and Engineering, Lt Gen Leo Marquez, have expressed their concern that logisticians tend to be specialists in a given area. This specialization can hamper their ability to effectively manage the complexities of

logistics (6:10). In a Delphi Survey, Gen Marquez described the career development opportunities available to civilian logisticians by stating:

"There was not then and, now only [in] 'rudimentary form,' any attempt to describe what a senior 'loggie' should have under his belt in terms of job experience, training or education. The typical civilian, then, tended to spend his entire career in one discipline, i.e., maintenance, supply, materiel management, distribution. They are, as I have described them, ten feet tall and two inches wide. The robust six footer is rare -- very rare" (5:3).

Mr. Lloyd K. Mosemann, II, Deputy Assistant Secretary of the Air Force (Logistics), is trying to develop a professional civilian logistics work force. He believes it is necessary to find highly qualified individuals, broaden their experience base, and thus build a stronger logistics community. He has also suggested that by moving personnel between commands or organizational levels, and across occupational lines, "stovepiping" of civilian logisticians could be avoided (10:31).

The benefits of a mobile civilian logistician work force are not limited to organizational terms. There are potential personal benefits also. The willingness to be mobile allows qualified personnel to move out of dead-end positions into areas that can afford them career progression potential (9:17). Employees who plan their career progression also reap the accompanying satisfaction of becoming well versed and respected in their field.

Problem Statement

Although concerns have been expressed about the lack of a mobile civilian work force, no empirical information is available. Felici concluded that no current studies about the level of mobility of Air Force civilians existed (4:111). Therefore, no one knows how mobile the current Air Force civilian logistician work force is. This research will continue the work of Felici to determine the status of and identify the factors which affect the mobility of the Air Force civilian logisticians.

Prior Research

There are three prior studies conducted at the Air Force Institute of Technology (AFIT) which are pertinent to this research. Of particular interest to this research are the efforts of Carol J. Felici, Donald W. Nancarrow, and Capt Ralinda B. Gregor.

Felici's September 1986 study, "An Analysis of the Status of and the Factors Influencing the Mobility of the Air Force Civilian Logistician, Part I," provided the basic framework for the present research effort. Her approach consisted of developing research objectives and questions which, when answered, would shed light on the status of and factors influencing mobility.

To collect the required data, Ms. Felici developed a questionnaire which sought information on individual

mobility history, the favorability of locations for geographic moves, personal and job related factors relevant to mobility decisions, opinions on the importance of mobility, and key demographic characteristics. Although she intended to collect and analyze the data as part of her effort, time constraints allowed her only to go as far as developing a data collection plan and the survey instrument. She concluded, however, that although senior level Air Force managers were interested in the status of and factors which influence mobility of civilian logisticians, no studies existed on this subject (4).

Nancarrow's 1987 effort, "An Investigation of the Essential Qualities, Characteristics, and Background Requirements for a Professional Senior Civilian Logistician," defined the essential qualities, characteristics, and background of the successful senior Air Force civilian logistician (8:154-156). His intended research goal was to test the applicability of the military descriptive model developed by Capt Adelle R. Zavada in 1986 to civilian logisticians and subsequently develop a similar model for the successful senior civilian logistician.

His data collection method consisted of interviewing active duty and retired civilians (GS/GM-15 and higher) and military (colonel and above) experts. Two sets of interviews were conducted. The purpose of the first set of interviews was to determine the applicability of the

military model to senior civilian logisticians. The purpose of the second set was to gather information on basic issues of civilians' background, such as education, experience, and qualities (8:32).

Although he had also planned to construct a Delphi survey to attempt to reach a consensus on the elements that should be included in a normative model of the senior civilian logistician, time constraints limited his efforts to the two sets of interviews and a draft Delphi instrument. Nancarrow concluded that the experience background of senior civilian logisticians:

"... should be varied across two or more logistics disciplines and at least two logistics functional areas. The senior civilian should have extensive management and supervisory experience at several levels grade and organizational echelons. Functional and geographic mobility are recognized as an excellent method to broaden the experience base of senior civilians" (8:155).

In 1988, Capt Ralinda B. Gregor, in her thesis "A Normative Model of the Ideal Qualities, Characteristics, and Background of the Senior Air Force Civilian Logistician," continued Nancarrow's work. A model of the qualities, characteristics, and background of senior civilian logisticians was developed and senior civilian logisticians were compared to this model to see how well they fit (5:4). Gregor used a Delphi survey of senior logistics experts to verify Nancarrow's findings and determine which civilian components should be included/added to the AFIT military model (5:28).

Her model consisted of three dimensions: experience, professional attributes, and education and training. Each dimension was further subdivided into categories and weighted elements. The model was applied to Air Force GM-15 logisticians and found that "as a group GM-15s did not meet the criteria of AFIT Civilian Model very well. Their mean score was 67.3 out of 100 total points" (5:169).

Gregor found that the experts agreed that an individual should have experience in at least two disciplines, as well as management/supervisory and staff experience. The experts also believed that a bachelor's degree was necessary, while 62 percent of the experts supported the need for a master's degree. Of interest to the current research, "the Delphi experts suggested that, as a minimum, two geographic moves were required for a senior civilian logistician to be considered mobile" (5:162, 164).

Research Objectives

The following research objectives were developed by Ms. Felici to address senior Air Force managers' concerns about the lack of civilian mobility. Since this research is an extension of Felici's work, the same research objectives and questions will be used.

1. To describe the extent of mobility of Air Force civilian logisticians.

2. To describe the patterns of mobility of Air Force civilian logisticians.

3. To identify the factors which influence the mobility decisions of Air Force civilian logisticians.

4. To solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility.

Research Questions

The four major objectives just listed and the following research questions were all developed as part of Felici's study (4:45-48). The research questions are intended to provide the data needed to answer the stated objectives. By answering these research questions the researcher hopes to provide new insight into the mobility issues concerning Air Force civilian logisticians.

The research questions were developed to answer specific research objectives. Research questions 1-5 were designed to determine the extent of mobility, questions 6-15 identify patterns of mobility, questions 16-19 identify the factors which influence mobility decisions, and questions 20-25 solicit opinions about mobility. The research questions are as follows:

1. What percentage of civilian logisticians are non-mobile, mobile, and highly mobile?
2. What percentage of civilian logisticians have moved one, two, three, or four or more times?
3. How current is the mobility exhibited by civilian logisticians?

4. Do people who are mobile or non-mobile have any common characteristics?
5. What percentage of the population stated they would or would not accept a move for either a lateral reassignment, a single grade promotion, or a single grade with potential for a two-grade promotion?
6. For each major geographic location at which civilian logisticians are located, what is the pattern of mobility?
7. What were the most frequently identified combinations of departing and ending locations?
8. What percentage of people are willing to move for a lateral reassignment?
9. What are the geographic locations most frequently identified as acceptable for a move involving a lateral reassignment?
10. What percentage of people are willing to move for a single grade promotion?
11. What are the geographic locations most frequently identified as acceptable for a move involving a single grade promotion?
12. What percentage of people are willing to move for a single grade with potential for a two-grade promotion?
13. What are the geographic locations most frequently identified as acceptable for a move involving a single grade with potential for a two-grade promotion?
14. What are the geographic locations most frequently identified as unacceptable for any move?
15. Are people who have previously moved more likely to move again?
16. What are the factors most frequently identified as the major reasons why people actually moved?
17. What are the factors most frequently identified as the major reasons why people would move in the future?

18. What are the factors most frequently identified as the major reasons why people have turned down a job offer or refused to move?
19. What are the factors most frequently identified as the major reasons why people would not make themselves available for or turn down a job offer involving a geographic move?
20. What percentage of the respondents agree or disagree that mobility is important in providing the Air Force with the best qualified personnel?
21. What percentage of the respondents agree or disagree that geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions?
22. What percentage of the respondents agree or disagree that it is possible to receive career broadening experience without being geographically mobile?
23. What percentage of the respondents agree or disagree that being geographically mobile has been beneficial to their careers?
24. What percentage of the respondents agree or disagree that being geographically mobile will be beneficial to their careers in the future?
25. What type of expectations do the respondents have for the balance of their Air Force careers?

Scope and Limitations

This research follows the scope presented by Felici in her research effort. Felici's intent, and that of the current researcher, was to provide information about the mobility of mid-level Air Force civilian logisticians. The effort concentrated on civilian logisticians and not the entire Air Force civilian work force for various reasons. First, the entire Air Force civilian work force is too large.

Felici's 1986 study estimated the number of Air Force civilians at 249,000. Second, a substantial portion, approximately 44 percent of that large civilian work force was employed in logistics-related fields within the Air Force Logistics and Systems Commands. Third, mid-level logisticians in the GS/GM-11 through GS/GM-15 are managers faced with geographic reassignment as a real possibility. Finally, a career program exists for these logisticians and the individuals in this program could be readily identified by computerized searches (4:9-10).

This effort is limited by the following factors:

(a) This study will address the extent of and the factors which influence mobility in a descriptive fashion. Complex analysis is left for future research.

(b) Due to time and dollar constraints, the population was limited to supervisory coded Air Force civilians employed in a logistics related job series, as defined for the Logistics Civilian Career Enhancement Program (LCCEP) in AFR 40-110.

(c) The civilian logisticians surveyed were in the GS-12 through GM-15 grades. Since only supervisory logisticians were surveyed, this research may not reflect the opinions or extent of mobility of the non-managerial logistician.

(d) The data for this study was collected prior to researcher's involvement with this effort. The researcher will not expand the scope or effort originally stated in Felici's study.

(e) The selected data collection instrument was a questionnaire. Because of the nature of the survey instrument, the researcher assumes that the respondents interpreted the questions as the researcher intended and that the responses were truthful (4:159).

(f) Since the data for this study was collected in the spring of 1987, the results will reflect the situation as it existed during that period. Therefore, the results of this research may not reflect the extent of mobility existing in the Air Force in 1989. Likewise, the results will not represent the opinions of any new members of the study population.

Potential Benefits

The purpose of any research effort is to broaden the knowledge base in the particular area of study. Along with the overall benefit of expanding the knowledge base on the extent of and factors influencing mobility of the Air Force civilian logistician, this effort has some specific benefits.

First, the joint efforts of Ms. Carol J. Felici, Lt Col David E. Lloyd, and the current researcher have

provided the first empirical data base on this subject. As previously mentioned, although concern exists about the perceived lack of mobility of Air Force civilian logisticians no studies, nor data bases, existed on this issue. Secondly, this effort provides an enumeration and weighting of various factors which influence mobility. Some of those findings may support, while others contradict, the conventional wisdom on the subject. Additionally, it provided insight about historical movement patterns and number of moves for the study population. Selected demographic characteristics are used to describe these patterns. Also, the respondents intentions to accept future geographic moves were measured. Finally, individual perceptions about the importance of mobility were obtained.

Individuals at various levels will profit from this research effort. Hopefully, the data generated from this study will be of use to senior managers making decisions about Air Force civilian logisticians. Future researchers will also derive benefit. The joint efforts of Felici, Lloyd and the current researcher have provided a foundation on which future researchers can build. This effort has also provided formal documentation on the extent of and factors influencing the mobility of the Air Force civilian logisticians to the student of this topic.

Key Terms and Definitions

To aid the reader's understanding, the following key terms and definitions are provided:

1. Mobility: "The movement of a civilian logistician from one geographic location to another geographic location as the result of a reassignment, promotion, or transfer of positions within the Air Force" (4:7).

2. Respondent civilian logisticians were subdivided into groups based on the following mobility categories (4:64):

(a) "Non-Mobile" describes an individual who has made no geographic moves,

(b) "Mobile" refers to an individual who has moved once or twice, and

(c) "Highly Mobile" refers to an individual who has moved three or more times.

3. The following "demographic characteristics" were addressed in the survey instrument and used to group respondents for analysis. A copy of the survey instrument is available in Appendix A.

(a) Location (survey question 1): The respondents were asked to identify their current location among the following list: HQ AFLC/Wright-Patterson AFB OH; OC-ALC/Tinker AFB OK; OO-ALC/Hill AFB UT; SA-ALC/Kelly AFB TX; SM-ALC/McClellan AFB CA; WR-ALC/Robins AFB GA; AD/Eglin AFB FL; ASD/Wright-Patterson AFB OH; BMO/Norton AFB

CA; ESD/Hanscom AFB MA; SD/Los Angeles AFS CA;
HQ USAF/Pentagon, Washington DC; and Other.

(b) Years of Federal Service (survey question 62): Respondents were asked to identify their total years of federal service. There were eight possible choices ranging from "less than 5 years" to "35 or more years."

(c) Previous Military Service (survey question 63): The choices for number of years of prior military service ranged from "None" to "35 or more years."

(d) Current Grade Level (survey question 64): The current grade level choices were GS/GM-11 through GS/GM-15.

(e) Logistics Career Group Function (survey question 65): The respondents were asked to select the logistics career group function which most closely represented their current job. The choices were: Transportation, Supply and Distribution, Maintenance and Production Management, Logistics Management, Program Management, Acquisition Management, and Other.

(f) Gender (survey question 66): The respondents were asked to identify their gender.

(g) Housing Status (survey question 67): The choices for this question were "Rent" or "Own."

(h) Age (survey question 68): The respondents were provided the following four choices: Less Than 35 years, 36 - 45 years, 46 - 55 years, and More Than 55 years.

(i) Marital Status (survey question 69): The options were "Not Married" and "Married."

(j) Spouse Employed Outside the Home (survey question 70): The possible responses were "Not Applicable," "No," and "Yes."

(k) Would Spouse be Willing to Seek Employment at Another Geographic Location (survey question 71): The possible responses were again "Not Applicable," "No," and "Yes."

4. The following list of "factors" relevant to decisions concerning mobility was provided to the respondents:

(a) None;

(b) Personal (health, education, travel, pending retirement, military reserve commitment);

(c) Family (spouse's health or career; parents' health or age; children's health, age or education; family commitments, turmoil of the move, hard to start over);

(d) Social (community, friends, neighbors, church, civic);

(e) Locale (climate/weather, area of the country, distance to family, retirement location);

(f) Economic/Financial (cost of living, cost of housing, mortgage rates, difficulty in selling home, local economy, personal investments);

(g) Job Relationships (co-worker, supervisory, management, organizational reputation);

(h) Job Opportunities (job challenge, promotion potential, career development, training opportunities, growth potential);

(i) Job Compensation (salary, performance and special achievement awards, personal recognition, better retirement pay);

(j) Job Situation (type of work, supervisory level, tenure in the organization, variety, autonomy, job responsibility);

(k) Other.

These factors were used to answer survey questions 44 through 55 and research questions 16 through 19. Different subsets of these survey and research questions dealt with the reasons why people have moved in the past, will move in the future, have turned down a job offer or refused to move, and would not make themselves available for or turn down a job offer involving a geographic move.

Organization of the Thesis

This chapter presented the concern of Air Force decision makers about the perceived lack of geographic mobility exhibited by the Air Force civilian logistics work force. This is a significant concern since a sizable portion of the Air Force logistics work force is comprised of civilian employees.

This chapter also identifies the research objectives and research questions that served to focus this effort. Finally, the scope and limitations of this study were enumerated, five potential benefits of this research were listed, and certain key terms were defined.

Chapter II will consist of the methodology used for this study, along with sections on the prior developmental work and the research design. For each research question, the data source is identified and the procedures used to address each question described.

Chapter III will document the researchers findings. The same research question-by-question approach used in Chapter II will be followed in this chapter.

Analyses concerning the research objectives will be contained in Chapter IV. Final conclusions and recommendations for future research efforts will be presented in Chapter V.

II. Methodology

Introduction

This chapter will describe the methodology used in this research. First, the previous work conducted by Felici and Lloyd will be reviewed. Then the three phases of the research design will be discussed. Finally, the specific procedure which was used to address each of the research objectives and questions will be covered.

The data analysis is presented by research objectives and questions. It has been divided into Felici's 4 research objectives and the corresponding 25 research questions. Additionally, this chapter discusses the prior developmental work, and the current research design. Because this study is a follow-on to Felici's research, the researcher will follow the methodology established in Chapter III of Felici's study. Sections of Felici's methodology will be included in this chapter to aid the reader's understanding of this effort.

Prior Developmental Work

This research is the second installment on the topic of the status and factors influencing the mobility of Air Force civilian logisticians. In 1985, Ms. Carol Felici began the study and developed the basic framework for this effort. Ms. Felici's research consisted of four distinct, interrelated phases (4:7-9).

In Phase One she developed the research objectives, the research questions, and the four phased research approach. Additionally, this phase included a literature review which searched for documentation of mobility issues related to the Air Force and to the general population. Personnel data systems were also evaluated for their usefulness to the research effort. The purpose of this phase was to identify problems related to Air Force civilian logistician mobility and develop research objectives and questions which would adequately represent the stated problems.

In Phase Two, Ms. Felici developed a data collection plan. This plan detailed the kind of data to be collected, the data collection method, and the evaluation criteria. The primary purpose of this phase was to determine what data was needed to satisfy the research objectives and questions. The plan also outlined the development and testing of the survey instrument. This phase concluded with the development of the survey questionnaire.

Phase Three was the actual data collection. The intent of this phase was to collect meaningful data which would accurately portray the status and factors influencing the mobility of civilian logisticians.

The analysis of the collected data was Ms. Felici's fourth phase. The purpose was to produce useful data for interested Air Force parties. Although her research

documented all four phases, time limitations precluded the completion of Phases Three and Four (4:9).

The data for the present study was collected in the spring of 1987 by Ms. Felici and her thesis advisor, Lt Col David E. Lloyd.

Felici and Lloyd's work provided both the foundation and basic framework for this study. Their efforts provided the present researcher with an established research structure (research objectives and questions), previously collected data, and the benefit of their experience.

Description of the Questionnaire. The survey instrument employed was a questionnaire which sought information about the status of mobility and the factors which influence mobility decisions of Air Force civilian logisticians. A copy of the questionnaire is contained in Appendix A (4:129-140). Its purpose was to measure not only the job related factors, but also those of a personal nature. See survey questions 44 - 55 for the personal factors considered in this study.

The questionnaire was designed to allow only one response per question. It consisted of four parts each eliciting different types of information. The first part was designed to gather information on the extent and patterns of past mobility, as well as the acceptability of different locations for possible moves. Part II of the questionnaire concentrated on the factors which influence

the respondents' mobility decisions. Part III requested individual perceptions about the importance of mobility to Air Force managers in general, and to the respondents specifically. Finally, Part IV solicited respondent demographic information.

The demographic information was especially useful in grouping the respondents for analysis. Grouping the respondents enabled the researcher to draw inferences about the extent of present and future mobility trends as well as the factors which influence this mobility.

Pretests of both the preliminary and completed questionnaire were conducted. Detailed information about the survey instrument and its development can be obtained in Chapters III and IV of Felici's study (4:42-109).

Determination of the Study Sample. The study population were all Air Force personnel employed in a logistics related job series. Due to time and economic constraints, it was not feasible to survey the entire population so a representative sample was determined.

The survey instrument was sent to 2,593 individuals in the grades GS-12 through GM-15 who possessed supervisory codes and were employed in one of the following logistics career families, as identified in AFR 40-110: (1) logistics management, (2) program management, (3) acquisition management (4) maintenance and production management, (5) supply and distribution, and (6) transportation management (4:58).

These individuals were therefore employed in occupational job series managed by the Logistics Civilian Career Enhancement Program (LCCEP) (4:53).

For purposes of this study, a career family is a grouping of positions according to their occupational job series. Table 1 contains a listing of the job series which compose each career family (4:60).

Of the 2,593 questionnaires sent to individuals within the 6 logistics career families, 1,594 responses were received for a response rate of 61.47 percent.

Research Design

The current research effort accomplished two purposes. First, the data was analyzed and the results presented in a useful format. Secondly, it provided conclusions and recommendations for future studies. The current research effort has been divided into three phases.

Phase I of this effort consisted of writing a computer program to conduct the statistical analysis of the data. The statistical software used to analyze the data was SPSS-X Release 2.1. This mainframe statistical software package was chosen because of its extensive variety of statistical procedures, and its capability to handle large data sets.

Sub-routines were written to allow the researcher to organize the data into meaningful and useful data sets. The sub-routines were written to provide the data for each of

TABLE 1

LCCEP SERIES BY POSSIBLE CAREER FAMILY GROUPINGS

Series	Title	Career Family
* 201	Personnel	Acquisition Management
* 801	Engineering	Acquisition Management
* 1101	General Business and Industry	Acquisition Management
* 1150	Industrial Specialist	Acquisition Management
* 1601	General Facilities/Equipment	Acquisition Management
* 1640	Facilities Management	Acquisition Management
346	Logistics Management	Logistics Management
1152	Production Control	Maintenance and Production
1670	Equipment Specialist	Maintenance and Production
1910	Quality Assurance	Maintenance and Production
* 301	Administrative and Technical	Program Management
* 340	Program Management	Program Management
* 343	Management Analysis	Program Management
* 345	Program Analysis	Program Management
2001	General Supply	Supply and Distribution
2003	Supply Program Management	Supply and Distribution
2010	Inventory Management	Supply and Distribution
2030	Distribution Facilities and Storage Management	Supply and Distribution
2032	Packaging	Supply and Distribution
2050	Supply Cataloging	Supply and Distribution
2101	Transportation Specialist	Transportation Management
2130	Traffic Management	Transportation Management
2131	Traffic Rate	Transportation Management
2135	Transportation Claims Examiner	Transportation Management
2144	Cargo Scheduling	Transportation Management
2150	Transportation Operations	Transportation Management
2151	Dispatching	Transportation Management

*These series included in LCCEP only when skills coded for 50 percent or more logistics.

the specific research questions. Comment lines were included in the text of the program to explain particular routines, and identify the research questions it answered.

No research effort is accomplished without its share of difficulties, and this one was no exception. After the computer programs had been written, an anomaly in some of the resulting analyses was discovered. Specifically, the researcher and her advisor found that certain responses which had been coded as "1" on the respondents' optical scan questionnaire sheets were being read as "10" by the computer program. To confirm that the problem was being caused by the program, the researcher and her advisor manually compared respondents' answer sheets with the raw data read by the optical scan program. The problem was traced to erroneous coding in Felici's optical scan program. Subsequently, this program had to be re-coded. After re-coding the optical scan program, the questionnaires were rescanned and a new analysis was processed with the correct optical scan program.

To allow future researchers to use the same analysis, a copy of the analysis program is provided in Appendix B.

The data was interpreted and the analysis presented in Phase II. The researcher used descriptive statistics to describe the status of and the factors which influence mobility of the Air Force civilian logistician. Also the respondents were grouped by demographic characteristics and

the results displayed in tabular form. The next section of this chapter restates the research objectives and questions and provides details on both how these questions were analyzed and where the source data was obtained.

During Phase III of this research conclusions and recommendations were formulated. The conclusions and recommendations generated in Phase III were a result of the information obtained by providing answers to the research questions. The data manipulation provided insight on the factors which influence mobility. This insight enabled the researcher to draw inferences about the extent of present and future mobility trends as well as the factors which influence this mobility.

Specific Research Objectives and Questions

This section restates the 4 research objectives and 25 research questions and describes how each will be addressed by this research. Specifically, the source data for each research question will be identified and the procedures used to address each question will be described. The actual findings will be reported in Chapter III using the same question-by-question format.

Research Objective 1. Describe the extent of mobility of Air Force civilian logisticians.

The analysis of research questions 1 - 5 will provide the response to this research objective.

Research Question 1. What percentage of civilian logisticians are non-mobile, mobile, and highly mobile?

The data for this question was obtained from combining the answers to survey questions 15, 19, 23, 27, and 31. These survey questions asked how many times the respondent had moved within grade at grades 11 through 15 respectively. The sample respondents were then divided into three groups. The first group, non-mobile, were those individuals who had never made geographical moves. The second group, mobile, were those logisticians who had made one or two geographical moves. The last group, highly mobile, were those who had made three or more moves. For each one of these mobility level groupings, frequencies were generated and percentages computed for each of the demographic characteristics. Descriptive statistics were used to determine measures of central tendency and variability.

Research Question 2. What percentage of civilian logisticians have moved one, two, three, or four or more times?

Again the answer for this research question was obtained from the combined responses to survey questions 15, 19, 23, 27, and 31. The respondents were then grouped according to the number of moves which they had made. They were further subdivided into groups based on their demographic characteristics. Percentages were reported for

each one of the mobility categories (0 to 4 or more moves) in terms of the total sample and then were further subdivided into the demographic characteristics. Descriptive statistics were used to determine the measures of central tendency and variability for each of the subgroups.

Research Question 3. How current is the mobility exhibited by civilian logisticians?

Survey question 35 asked the respondents to select one of five year categories indicating the currency of their last move. These choices were: (1) Prior to 1970, (b) 1970-1974, (c) 1975-1979, (d) 1980-1984, and (e) 1985-1986. The sample respondents are grouped by their last move grouping and further subdivided by the previously mentioned demographic characteristics. Frequencies and percentages were computed for each of the subgroups.

Research Question 4. Do the people who are mobile or non-mobile have any common characteristics?

Those individuals categorized as mobile and non-mobile were further analyzed by the demographic characteristics to determine if certain characteristics were dominantly shared by the individuals in that particular grouping. This provided the researcher with information to draw inferences about these groups.

Research Question 5. What percentage of the population stated they would or would not accept a move for either a lateral reassignment, a single grade promotion, or a single grade with potential for a two-grade promotion?

Survey questions 3 - 5 asked the respondents to indicate which locations they would accept a lateral reassignment. Survey question 6 - 8 and 9 - 11 requested the same information for a single grade promotion, and for a single grade with potential for a two-grade promotion. The respondents were categorized according to their willingness to move under one of the above conditions. Frequencies and percentages were reported for each of the categories in the total sample and are further subdivided by each of the demographic characteristics.

Research Objective 2. What are the patterns of mobility of Air Force civilian logisticians?

Research Questions 6 through 15 were analyzed to answer this research objective.

Research Question 6. For each major geographic location at which civilian logisticians are located, what is the pattern of mobility?

The purpose of this question is to identify the major departing and ending locations. The data to answer this research question were obtained from survey questions 16, 17, 20, 21, 24, 25, 28, 29, 32, and 33. For each adjoining set, the even numbered questions asked respondents

if they had moved at that particular grade (11 - 15) and what location did they move from. The odd numbered questions requested the location to which the respondent had moved. Frequencies were computed for each pair of locations. These frequencies were used to graphically portray the patterns of mobility for each major location.

Research Question 7. What were the most frequently identified combinations of starting and ending locations?

Using the data collected for research question 6, the dominant departing and ending patterns were graphically displayed.

Research Question 8. What percentage of people are willing to move for a lateral reassignment?

The respondents who indicated a willingness to move for a lateral reassignment were analyzed. The data to answer this research question were obtained from survey questions 3, 4, and 5. A willingness to move for a lateral was indicated by providing a response other than a "none" to survey questions 3, 4, and 5. This group was further subdivided into each demographic category and percentages were reported.

Research Question 9. What are the geographic locations most frequently identified as acceptable for a move involving a lateral reassignment?

Survey questions 3 - 5 provided the information to answer this research question. The analysis for this question consisted of computing the number of times a location was identified as acceptable, as a first choice and as a conglomerate of first, second, and third choices for a lateral reassignment.

Research Question 10. What percentage of the people are willing to move for a single grade promotion?

Survey questions 6 - 8 provide the data for this question. The number of respondents who were willing to move for a single grade promotion were tallied. A willingness to move for a lateral was indicated by providing a response other than a "none" to survey questions 6 - 8. This group was further subdivided and percentages reported for each one of the demographic categories.

Research Question 11. What are the geographic locations most frequently identified as acceptable for a move involving a single-grade promotion?

Survey questions 6 - 8 also provided the data to address this research question. The analysis for this question consisted of tallying the amount of times a location was identified as acceptable, either as a first choice, or a conglomerate of first, second, and third choices.

Research Question 12. What percentage of people are willing to move for a single grade with potential for a two-grade promotion?

Survey questions 9 - 11 provided the data to answer this research question. As with research question 10, the number of respondents willing to move for a single grade with potential for a two-grade promotion were tallied and then divided into demographic sub-categories.

Research Question 13. What are the geographic locations most frequently identified as acceptable for a move involving a single grade with potential for a two-grade promotion?

Survey questions 9 - 11 also provided the data for this research question. The analysis for this question consisted of tallying the amount of times a location was identified as acceptable, either as a first, second, or third choice.

Research Question 14. What are the geographic locations most frequently identified as unacceptable for any move?

Survey questions 12 - 14 asked the respondents to select from a predetermined list which locations they would never accept a position. The analysis of the data consisted of constructing a table listing each location and the number of times it was selected as least acceptable as a first choice and as a conglomerate of first, second, and third choices.

Research Question 15. Are people who have previously moved more likely to move again?

Responses to survey questions 15, 19, 23, 27, and 31, which inquired how many times the respondent had moved at the 11 - 15 grade levels, were summed to obtain the respondents' total moves. Then survey questions 3 - 5 (move for a lateral reassignment), 6 - 8 (move for a single grade promotion), and 9 - 11 (move for a single with potential for a two-grade promotion) were reviewed to determine if a "willingness" to accept at least one more move existed. Any indication of an acceptable geographic location was considered a "pure" affirmative response, while an indication of "none" for all these questions was considered a "pure" no. In this context, a "pure" yes/no response is indicative of the respondents' willingness or unwillingness to move in absolute terms, not as individual responses to question 3 - 11. The two sets of data were then compared to determine if those individuals who had previously moved indicated that they would move again.

Research Objective 3. Identify the factors which influence individual mobility decisions.

Research Questions 15 through 19 were used to answer this research objective.

Research Question 16. What are the factors most frequently identified as the major reasons why people have actually moved?

In Part II of the questionnaire, a list of potential factors was provided to the respondents. The choices were (a) none, (b) personal, (c) family, (d) social, (e) locale, (f) economic/financial, (g) job relationships, (h) job opportunities, (i) job compensation, (j) job situation, and (k) other. Each of these responses were further defined by the use of keywords and phrases. See the survey instrument in Appendix A. Survey question 44 - 46 asked for the most important, second most important, and third most important factor which most influenced the respondents' decision to move. The sample was then subdivided into the demographic characteristics and the number of times each factor was selected was tallied by each characteristic.

Research Question 17. What are the factors most frequently identified as the major reasons why people would move in the future?

The same list of potential factors was provided to the respondents again. They were asked to choose which factors would influence their decision to move in the future. Survey questions 50 -52 requested the most important, second most important, and third most important factor, respectively. The sample was then subdivided by the demographic characteristics and the number of times each factor was selected shown by each characteristic.

Research Question 18. What are the factors most frequently identified as the major reasons why people have turned down a job offer or refused to move?

The list of potential factors was again provided to the respondents. This time they were asked to choose the factors which influenced their decision to turn down a job offer or refuse to move. Survey questions 47 - 49 asked for the most important, second most important, and third most important factor, respectively. The sample respondents were again subdivided by the demographic characteristics and the number of times each factor was selected shown by each characteristic.

Research Question 19. What are the factors most frequently identified as the major reasons why people would not make themselves available or turn down a job offer involving a geographic move?

From the same list of potential factors the respondents were asked which factors would influence their decision to not make themselves available or turn down a job offer involving a geographic move. Survey questions 53 - 55 asked for the most important, second most important, and third most important factor, respectively. The sample respondents were once again subdivided by demographic characteristics and the number of times each factor was selected shown by each characteristic.

Research Objective 4. Solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility?

Analysis of Research Questions 20 through 25 was used to answer this research objective.

Research Question 20. What percentage of the respondents agree or disagree that a geographically mobile civilian work force is important to the Air Force?

The respondents were divided according to their response to survey question 56. Frequencies and percentages were computed and then further subdivided by the demographic characteristics. An additional analysis was performed using the respondents' career expectations as indicated by their response to survey question 61.

Research Question 21. What percentage of the respondents agree or disagree that geographic mobility is necessary to adequately prepare civilian logisticians for senior level positions?

Survey question 57 provided the data for this research question. The analysis and presentation of the data was similar to that used for research question 20.

Research Question 22. What percentage of the respondents agree or disagree that it is possible to receive career broadening experience without being geographically mobile?

The data for this research question was provided by survey question 58. The analysis and presentation of the data was similar to that used for research question 20.

Research Question 23. What percentage of the respondents agree or disagree that geographic mobility is necessary to enhance their careers?

Survey question 59 provided the data for this research question. The analysis and presentation of the data was similar to that used for research question 20.

Research Question 24. What percentage of the respondents agree or disagree that being geographically mobile has been beneficial to their careers?

The data to answer this research question is provided by survey question 60. The analysis and presentation of the data was similar to that used for research question 20.

Research Question 25. What type of career expectations do the respondents have for the rest of their Air Force careers?

Survey question 61 asked the respondents to state the number of future promotions they realistically believed were possible for the remainder of their careers. The number of respondents that chose each response were totaled and then analyzed by each demographic characteristic.

Summary

This chapter has described the methodology used to complete this study. The prior developmental work, the survey instrument, the sample size, and data collection effort was described as background information. The three phase approach to the research design was presented next. The final section of this chapter restated the 4 research objectives and the 25 research questions and described how each would be specifically addressed by this research. In the following chapter, the research findings will be presented.

III. Findings

This chapter presents the findings of this research primarily in tabular data displays. The question-by-question format previously used in Chapter II was employed to discuss and present the data. Since the findings are mostly descriptive, tables have been used in this chapter to facilitate the readers' understanding of the data.

Because of missing or inappropriate responses, the serious reader will note that not all of the tabular data sums to the 1594 total number of respondents. This phenomenon occurs in most research and should not detract from the value of the recorded responses.

Research Objective 1

Describe the extent of mobility of Air Force civilian logisticians.

The analysis of research questions 1 - 5 provide the detailed response to this research objective. This objective will be discussed more fully in Chapter IV.

Research Question 1. What percentage of civilian logisticians are non-mobile, mobile, and highly mobile?

Tables 2 - 7 presents the raw data obtained for this research question. Out of all the 1594 respondents, 63.7 percent reported they had not made any moves during their careers as GS-11 through GM-15. Of the respondents who had

TABLE 2

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CURRENT LOCATION

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION				
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL
Overall Sample	1015	313	266	1594	63.68	19.64	16.69	100.00
Current Location	988	302	261	1551	63.70	19.47	16.83	100.00
HQ AFLC/WPAFB OH	65	40	42	147	44.22	27.21	28.57	100.00
OC-ALC/TAFB OK	168	15	17	200	84.00	7.50	8.50	100.00
OO-ALC/HAFB UT	176	14	30	220	80.00	6.36	13.64	100.00
SA-ALC/KAFB TX	151	35	26	212	71.32	16.51	12.26	100.00
SM-ALC/MAFB CA	101	25	20	146	69.18	17.12	13.70	100.00
WR-ALC/RAFB GA	132	23	13	168	78.57	13.69	7.74	100.00
AD/EA FB FL	9	7	3	19	47.37	36.84	15.79	100.00
ASD/WPAFB OH	12	15	7	34	35.29	44.12	20.59	100.00
BMO/NAFB CA	2	4	4	10	20.00	40.00	40.00	100.00
ESD/HAFB MA	5	6	3	14	35.71	42.86	21.43	100.00
SD/LAAFS CA	1	8	5	14	7.14	57.14	35.71	100.00
HQ USAF Pentagon	7	8	3	18	38.89	44.44	16.67	100.00
Other	159	102	88	349	45.56	29.23	25.21	100.00

Survey Questions: 15, 19, 23, 27, 31
Research Question: 1

TABLE 3

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY YEARS OF FEDERAL SERVICE

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION			
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	MOBILE	HIGHLY MOBILE
Overall Sample	1015	313	266	1594	63.68	19.64	16.69
Federal Service	1011	308	261	1580	63.99	19.49	16.52
Under 5 years	17	7	2	26	65.38	26.92	7.69
5 - 9 years	37	19	8	64	57.81	29.69	12.50
10 - 14 years	88	23	28	139	63.31	16.55	20.14
15 - 19 years	113	53	42	208	54.33	25.48	20.19
20 - 24 years	201	64	60	325	61.85	19.69	18.46
25 - 29 years	237	54	48	339	69.91	15.93	14.16
30 - 34 years	211	60	48	319	66.14	18.81	15.05
Over 35 years	107	28	25	160	66.87	17.50	15.63

Survey Questions: 15, 19, 23, 27, 31
Research Question: 1

TABLE 4

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY YEARS PRIOR MILITARY SERVICE

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION				
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL
Overall Sample	1015	313	266	1594	63.68	19.64	16.69	100.00
Military Service	1010	306	261	1577	64.04	19.40	16.55	100.00
None	379	90	87	556	68.17	16.19	15.65	100.00
Under 5 years	444	130	110	684	64.91	19.01	16.08	100.00
5 - 9 years	57	21	20	98	58.16	21.43	20.41	100.00
10 - 14 years	26	20	10	56	46.43	35.71	17.86	100.00
15 - 19 years	12	0	2	14	85.17	0.00	14.29	100.00
20 - 24 years	68	35	22	125	54.50	28.00	17.60	100.00
25 - 29 years	17	9	9	35	48.57	25.71	25.71	100.00
30 - 34 years	7	1	1	9	77.78	11.11	11.11	100.00
Over 35 years	0	0	0	0	-	-	-	-

Survey Questions: 15, 19, 23, 27, 31

Research Question: 1

TABLE 5

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CAREER GROUP AND AGE

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION				
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL
Overall Sample	1015	313	266	1594	63.68	19.64	16.69	100.00
Career Group	1009	306	258	1573	64.14	19.45	16.40	100.00
Transportation	54	31	19	104	51.92	29.81	18.27	100.00
Supply and Dist	117	36	38	191	61.26	18.85	19.90	100.00
Maint/Prod Mgt	181	22	33	236	76.69	9.32	13.98	100.00
Logistics Mgt	427	119	88	634	67.35	18.77	13.88	100.00
Program Mgt	109	30	30	169	64.50	17.75	17.75	100.00
Acquisition Mgt	53	41	36	130	40.77	31.54	27.69	100.00
Other	68	27	14	109	62.39	24.77	12.84	100.00
Age	967	294	252	1513	63.91	19.43	16.66	100.00
Under 35 years	39	11	8	58	67.24	18.97	13.79	100.00
36 - 45 years	290	90	91	471	61.57	19.11	19.32	100.00
46 - 55 years	521	146	122	789	66.03	18.50	15.46	100.00
Over 55 years	117	47	31	195	60.00	24.10	15.90	100.00
Survey Questions:	15, 19, 23, 27, 31							
Research Question:	1							

TABLE 6

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	HIGHLY MOBILE
Overall Sample	1015	313	266	1594	63.68	19.64
Current Grade	1002	306	259	1567	63.94	19.53
GS/GM-12	480	98	53	631	76.07	15.53
GS/GM-13	348	120	117	585	59.49	20.51
GS/GM-14	141	63	55	259	54.44	24.32
GS/GM-15	33	25	34	92	35.87	27.17
Gender	1003	307	261	1571	63.84	19.54
Male	855	277	238	1370	62.14	20.22
Female	148	30	23	201	73.63	14.93
Housing Status	966	296	250	1512	63.89	19.58
Rent	36	28	24	88	40.91	31.82
Own	930	268	226	1424	65.31	18.82

Survey Questions: 15, 19, 23, 27, 31
Research Question: 1

TABLE 7

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION			
	NOT MOBILE	MOBILE	HIGHLY MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	313	266	1594	63.68	19.64	100.00
Marital Status	966	296	252	1514	63.80	19.55	100.00
Not Married	119	25	33	177	67.23	14.12	100.00
Married	847	271	219	1337	63.35	20.27	100.00
Spouse Employed	964	297	250	1511	63.80	19.66	100.00
N/A	125	26	33	184	67.93	14.13	100.00
No	295	106	81	482	61.20	21.99	100.00
Yes	544	165	136	845	64.38	19.53	100.00
Will Spouse Seek Employment	955	295	249	1499	63.71	19.68	100.00
N/A	249	85	75	409	60.88	20.78	100.00
No	307	51	37	395	77.72	12.91	100.00
Yes	399	159	137	695	57.41	22.88	100.00

Survey Questions: 15, 19, 23, 27, 31

Research Question: 1

moved, 19.6 percent reported making one or two moves, and 16.7 percent reported making three or more moves. The following paragraphs present the data grouped by the demographic characteristics.

When reported by location, OC-ALC had the highest non-mobile group, with 84 percent of the OC-ALC respondents indicating no previous moves. The following locations also had large non-mobile populations: OO-ALC with 80 percent, WR-ALC with 78.6 percent, and SA-ALC with 71.3 percent. The location with the highest group of mobile individuals was Space Division (SD), Los Angeles Air Force Station, with 57.1 percent of its employees reporting one or two moves while only 7.1 percent reporting no past moves. HQ USAF, Pentagon and ASD at Wright-Patterson reported at 44.4 percent and 44.1 percent mobile rates, respectively. The population with the largest number of highly mobile individuals was located at BMO with 40 percent of the individuals moving three or more times. The raw data and percentages for the mobility categories presented by current location are located in Table 2.

When the respondents were divided according to their years of federal service, there were no particular year groupings which stood out for the non-mobile category. The percentages for non-mobile ranged from 54.3 percent for 15 - 19 years of federal service to 69.1 percent for individuals with 25 - 29 years federal service. For the mobile

category, 25.5 percent of the individuals located in the 15 - 19 year category indicated making one or two moves, while the lowest percentage, 15.9 percent, was reflected by the individuals in the 25 - 29 years service category. The two most highly mobile groups were those individuals with 10 - 14 years service, 20.1 percent, and the individual in the 15 - 19 years service group with 20.2 percent having moved three or more times. The raw data and percentages for the years of federal service demographics are located in Table 3.

When grouped by prior military service the most non-mobile groups were those individuals in the 15 - 19 years grouping, 85.1 percent, and those in the 30 - 34 year group, 77.8 percent. The most mobile group, 35.7 percent, were those individuals with 10 - 14 years prior military service while the most highly mobile group, 25.7 percent, was composed of individuals with 25 - 29 years prior military service. The raw figures and percentages for the mobility levels by prior military service categories are located in Table 4. The most non-mobile career group was the maintenance and production management career field with 76.7 percent of these individuals reporting no past moves. The most mobile group was the acquisition management career field with 31.5 percent of the respondents reporting one or two moves in their careers. This group also had the highest percentage of highly mobile employees with 27.7 percent

reporting three or more moves in their careers. The raw data and percentages for the mobility levels as reflected by the career group categories are located in Table 5.

There does not appear to be any significant differences reflected in the mobility levels when grouped by the age categories. No past moves were reported by 67.2 percent of the individuals in the under 35 years of age and by 66 percent in the 46 - 55 years of age categories while the remaining two categories were close, reporting 60 percent and 61.6 percent. In the mobile group, it was likewise close with a high of 24.1 percent for the over 55 group and a low of 19 percent for the under 35 year olds reporting one or two moves. The most highly mobile individuals were those in the 36 - 45 year category with 19.3 percent reporting three or more moves. The detailed findings for career groups are found in Table 5.

Table 6 presents the data categorized by current grade, gender, and housing status. The least mobile group represented by current grade were the GS/GM-12s with 76.1 percent of them reporting no moves in their careers. GM-14 and 15s were the two highest in the mobile category reporting 24.3 percent and 27.2 percent, respectively. The most highly mobile group were the GM-15s with 37 percent reporting three or more moves.

Males appear to be more mobile than females with mobile and highly mobile levels of 20.2 percent and 17.4 percent for males and 14.9 percent and 11.4 percent for females. Conversely, the females lead in the non-mobile level where 73.6 percent reported no moves in their careers in comparison to 62.1 percent of the males.

Under the housing status category, the individuals who owned homes were less likely to move. Of the homeowners, 65.3 percent reported no moves in their careers. In contrast, only 40.9 percent of the renters had not moved. The largest percentage difference was in the mobile level where 31.8 percent of the renters had moved one or two times compared to 18.8 percent of the homeowners.

In the marital status and spouse employed groupings, reported in Table 7, there was virtually no difference within the mobility levels. For marital status there was no more than a 6 percent difference within a given level. For the non-mobile level, 63.4 percent of the married individuals versus 67.2 percent of the unmarried individuals reported no moves in their careers. In the mobile level, the married/unmarried percentages were 20.3 percent and 14.1 percent, and 16.4 percent and 18.6 percent for the highly mobile level. For the spouse employed categories, there was no more than a 5 percent difference within a given level. Of those individuals with unemployed spouses, 61.2 percent reported no moves, in comparison to 64.4 percent of the

employees with employed spouses. In the mobile group, 22 percent with unemployed spouses versus 19.5 percent with employed spouses reported making one or two moves. In the highly mobile group, both groupings reported 16 percent.

The respondents were also asked if their spouse would be willing to seek employment at another location. Of the respondents who reported no moves in their careers, 80.6 percent of them indicated their spouse would not seek employment in another area. Those that indicated their spouses would seek employment elsewhere had been more mobile in the past.

Research Question 2. What percentage of civilian logisticians have moved one, two, three, or four or more times?

The percentages for the move categories were as follows: 16.37 percent for one move, 3.26 percent for two moves, 7.03 percent for three moves, and 9.66 percent for four or more moves. The respondents to this question were subdivided by the previously mentioned demographic characteristics. Table 8 contains the raw data by current location. When divided by location, OC-ALC had the most non-mobile population. At OC-ALC, 84 percent of the respondents had not moved in their careers. OC-ALC was followed by OO-ALC with 80 percent, WR-ALC with 78.6 percent, and SA-ALC with 71.2 percent non-mobile work forces. In the other categories, SD dominated in the one, two, and four or more moves with 50 percent, 7.1 percent

TABLE 8

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CURRENT LOCATION

	NUMBER OF MOVES					GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4			MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	0.98	0	16	1.395
Current Location	988	251	51	112	149	1551	0.99	0	16	1.384
HQ AFLC/WPAFB OH	65	33	7	19	23	147	1.67	0	16	1.518
OC-ALC/TAFB OK	168	12	3	10	7	200	0.42	0	8	0.933
OO-ALC/HAFB UT	176	8	6	13	17	220	0.76	0	16	1.257
SA-ALC/KAFB TX	151	29	6	7	19	212	0.80	0	11	1.248
SM-ALC/MAFB CA	101	17	8	7	13	146	0.83	0	8	1.290
WR-ALC/RAFB GA	132	20	3	6	7	168	0.48	0	7	0.997
AD-EAFB FL	9	7	0	1	2	19	1.11	0	7	1.276
ASD/WPAFB OH	12	14	1	2	5	34	1.41	0	7	1.373
BMO/NAFB CA	2	4	0	4	0	10	1.60	0	3	1.200
ESD/HAFB MA	5	5	1	2	1	14	1.29	0	5	1.264
SD/LAAFS CA	1	7	1	2	3	14	2.50	0	10	1.334
HQ USAF Pentagon	7	7	1	0	3	18	1.61	0	8	1.384
Other	159	88	14	39	49	349	1.56	0	14	1.212

Survey Questions: 15, 19, 23, 27, 31
Research Question: 2

TABLE 9
PERCENTAGE OF LOGISTICIANS WHO HAVE MOVED
BY CURRENT LOCATION

	0	1	2	3	>=4
HQ AFLC	44.22	22.45	4.76	12.93	15.65
OC-ALC	84.00	6.00	1.50	5.00	3.50
OO-ALC	80.00	3.64	2.73	5.91	7.73
SA-ALC	71.23	13.68	2.83	3.30	8.96
SM-ALC	69.18	11.64	5.48	4.79	8.90
WR-ALC	78.57	11.90	1.79	3.57	4.17
AD	47.37	36.84	0.00	5.26	10.53
ASD	35.29	41.18	2.94	5.88	14.71
BMO	20.00	40.00	0.00	40.00	0.00
ESD	35.71	35.71	7.14	14.29	7.14
SD	7.14	50.00	7.14	14.29	21.43
HQ USAF	38.89	38.89	5.56	0.00	16.67
OTHER	50.48	27.94	4.44	12.38	4.76

Research Question: 2

TABLE 10

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY YEARS OF FEDERAL SERVICE

	NUMBER OF MOVES					GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4			MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	0.98	0	16	1.395
Federal Service	1011	258	50	109	152	1580	0.97	0	16	1.385
Under 5 years	17	6	1	2	0	26	0.54	0	3	0.897
5 - 9 years	37	18	1	5	3	64	0.73	0	4	1.121
10 - 14 years	88	19	4	9	19	139	1.12	0	9	1.465
15 - 19 years	113	43	10	17	25	208	1.23	0	12	1.414
20 - 24 years	201	52	12	22	38	325	1.11	0	16	1.403
25 - 29 years	237	42	12	23	25	339	0.81	0	16	1.255
30 - 34 years	211	52	8	22	26	319	0.84	0	11	1.277
Over 35 years	107	26	2	9	16	160	0.94	0	14	1.322

Survey Questions: 15, 19, 23, 27, 31
Research Question: 2

(ESD also had 7.1 percent for two moves), and 21.4 percent. BMO dominated the three move category with 40 percent. Table 9 contains the percentages for current location.

Table 10 contains the data for the years of federal service grouping. When divided by years of federal service the 25 - 29 year group dominated the 0 moves category with 69.9 percent. The groups that dominated the other categories were: the 5 - 9 year group, where 28.1 percent had made one move; the 15 - 19 year group, where 4.8 percent had made two moves and 8.2 percent had made three moves; and the 10 - 14 group dominated the four or more move category with 13.7 percent. Table 11 contains the percentages for the federal service groupings.

Table 12 contains the raw data for prior years of military service. The prior years of military service groupings reflected the following: the most immobile group were the individuals with 15 - 19 years prior military service with 85.71 percent of these individuals reporting no moves. The 10 - 14 year category dominated both the one and two moves categories with 28.6 percent and 7.1 percent, respectively. The 20 - 24 year group contained the most individuals, 9.6 percent, that had made three moves, and the 25 - 29 year group dominated the four or more move category with 20 percent. The percentages for the prior military service grouping are located in Table 13.

TABLE 11
PERCENTAGE OF LOGISTICIAN WHO HAVE MOVED
BY YEARS OF FEDERAL SERVICE

	0	1	2	3	>=4
Less than 5 years	65.38	23.08	3.85	7.69	0.00
5 - 9 years	57.81	28.13	1.56	7.81	4.69
10 - 14 years	63.31	13.67	2.88	6.47	13.67
15 - 19 years	54.33	20.67	4.81	8.17	12.02
20 - 24 years	61.85	16.00	3.69	6.77	11.69
25 - 29 years	69.91	12.39	3.54	6.78	7.37
30 - 34 years	66.14	16.30	2.51	6.90	8.15
More than 35 years	66.87	16.25	1.25	5.63	10.00

Research Question: 2

TABLE 12

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY YEARS OF PRIOR MILITARY SERVICE

	NUMBER OF MOVES					GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4	TOTAL		MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	2.69	0	16	1.395
Military Service	1010	256	50	109	152	1577	2.69	0	16	1.386
None	379	82	8	39	48	556	2.76	0	16	1.297
Under 5 years	444	101	29	43	67	684	2.76	0	16	1.338
5 - 9 years	57	15	6	8	12	98	2.71	0	7	1.439
10 - 14 years	26	16	4	4	6	56	2.23	0	7	1.334
15 - 19 years	12	0	0	1	1	14	3.50	0	4	1.239
20 - 24 years	68	32	3	12	10	125	2.19	0	11	1.290
25 - 29 years	17	9	0	2	7	35	3.11	0	9	1.569
30 - 34 years	7	1	0	0	1	9	3.50	0	6	1.257
Over 35 years	0	0	0	0	0	0	0.00	0	0	0.000

Survey Questions: 15, 19, 23, 27, 31
Research Question: 2

TABLE 13
 PERCENTAGE OF LOGISTICIANS WHO HAVE MOVED
 BY YEARS OF PRIOR MILITARY SERVICE

	0	1	2	3	>=4
None	68.17	14.75	1.44	7.01	8.63
Less than 5 years	64.91	14.77	4.24	6.29	9.80
5 - 9 years	58.16	15.31	6.12	8.16	12.24
10 - 14 years	46.43	28.57	7.14	7.14	10.71
15 - 19 years	85.71	0.00	0.00	7.14	7.14
20 - 24 years	54.40	25.60	2.40	9.60	8.00
25 - 29 years	48.57	25.71	0.00	5.71	20.00
30 - 34 years	77.78	11.11	0.00	0.00	11.11

Research Question: 2

TABLE 14

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CAREER GROUP AND AGE

	NUMBER OF MOVES					TOTAL	GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4				MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	0.98	2.69	0	16	1.395
Career Group	1009	257	49	109	149	1573	0.97	2.70	0	16	1.386
Transportation	54	28	3	7	12	104	1.12	2.32	0	9	1.362
Supply and Dist	117	32	4	15	23	191	1.17	3.01	0	11	1.423
Maint/Prod Mgt	181	15	7	15	18	236	0.76	3.25	0	14	1.262
Logistics Mgt	427	101	18	34	54	634	0.83	2.55	0	16	1.266
Program Mgt	109	25	5	13	17	169	0.99	2.80	0	12	1.365
Acquisition Mgt	53	37	4	18	18	130	1.62	2.73	0	16	.463
Other	68	19	8	7	7	109	1.03	2.73	0	8	.308
Age	967	247	47	106	146	1513	0.97	2.71	0	16	1.377
Under 35 years	39	10	1	3	5	58	0.84	2.58	0	7	1.26
36 - 45 years	290	71	19	37	54	471	1.09	2.85	0	12	1.413
46-55 years	521	128	18	56	66	789	0.91	2.67	0	16	1.288
Over 55 years	117	38	9	10	21	195	0.97	2.44	0	14	1.343

Survey Questions: 15, 19, 23, 27, 31

Research Question: 2

TABLE 15
PERCENTAGE OF LOGISTICIANS WHO HAVE MOVED
BY CAREER GROUP

	0	1	2	3	>=4
Transportation	51.92	26.92	2.88	6.73	11.54
Supply & Dist	61.26	16.75	2.09	7.85	12.04
Maint & Prod Mgt	76.69	6.36	2.97	6.36	7.63
Logistics Mgt	67.35	15.93	2.84	5.36	8.52
Program Mgt	64.50	14.79	2.96	7.69	10.06
Acquisition Mgt	40.77	28.46	3.08	13.85	13.85
Other	62.39	17.43	7.34	6.42	6.42

Research Question: 2

TABLE 16

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	NUMBER OF MOVES					TOTAL	GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4				MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	0.98	2.69	0	16	1.395
Current Grade	1002	257	49	109	150	1567	0.97	2.69	0	16	1.384
GS/GM-12	480	83	15	26	27	631	0.50	2.08	0	10	1.028
GS/GM-13	348	97	23	48	69	585	1.11	2.74	0	8	1.422
GS/GM-14	141	53	10	21	34	259	1.36	2.99	0	16	1.444
GS/GM-15	33	24	1	14	20	92	2.13	3.32	0	16	1.601
Gender	1003	257	50	109	152	1571	0.97	2.70	0	16	1.388
Male	855	229	48	99	139	1370	1.02	2.71	0	16	1.373
Female	148	28	2	10	13	201	0.64	2.43	0	7	1.58
Housing Status	966	248	48	106	144	1512	0.97	2.69	0	16	1.372
Rent	36	25	3	13	11	88	1.40	2.37	0	8	1.439
Own	930	223	45	93	133	1424	0.94	2.70	0	16	1.359

Survey Questions: 15, 19, 23, 27, 31
Research Question: 2

The raw data for current grade, gender, and housing status is contained in Table 16. When comparing the respondents' number of moves and their current grade, the GM-15s dominated the one, three, and four or more categories with 26.1 percent, 15.2 percent, and 21.7 percent respectively. In the 0 move category, the GS/GM-12s dominated with 76.1 percent of these individuals reporting no moves in their careers. The GS/GM-13s dominated the two move category with 3.9 percent.

Dividing by gender, the males lead in all three mobile levels but not by more than 3 percentage points in the one, two, and three move categories and by less than 4 percent in the four or more move category.

For housing status, the renters dominated the one and three move categories with 28.4 percent versus 15.7 percent for one move, and 14.8 percent versus 6.5 percent for three moves. The difference was narrower for the two and four or more move categories with 3.4 percent versus 3.2 percent for the two move category and 12.5 percent versus 9.3 percent for the four move category. For the 0 move category, the homeowners dominated with 65.3 percent of the individuals reporting no moves in their careers in comparison to 40.9 percent of the renters.

Table 14 contains the raw data for the career groups and age. For career groups, the acquisition management grouping dominated in the one (28.5 percent), three (13.9

percent), and four or more (13.9 percent) move categories; and was second highest in the two move category with 3.1 percent. "Other" dominated the two move division with 7.3 percent. Percentages for the career groups are displayed in Table 15.

There were two distinct groups that dominated in the age division. In the one and two move categories the over 55 year olds dominated with 19.5 percent and 4.6 percent, respectively. In the three and four or more move categories the 36 - 45 year olds dominated with 7.9 percent and 11.5 percent.

For marital status the married individuals dominated in the one (16.8 percent versus 11.9 percent), two (3.4 percent versus 2.3 percent), and the four or more (9.7 percent versus 9.6 percent) move categories. In the three move category, the unmarried individuals dominated (9 percent versus 6.7 percent). Table 17 contains the data for the marital status grouping.

Research Question 3. How current is the mobility exhibited by civilian logisticians?

The respondents were provided five year categories to indicate when they began to work at their current location. These year categories were (1) Prior to 1970, (2) 1970 - 1974, (3) 1975 - 1979, (4) 1980 - 1984, and (5) 1985 - 1986 and are referred to as categories 1 through 5. In order to answer this research question, it was necessary to separate those that were mobile from those who were not. The

TABLE 17

MOBILITY LEVELS BY DEMOGRAPHIC CHARACTERISTICS
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	NUMBER OF MOVES					TOTAL	GRAND MEAN	MOBILE MEAN	RANGE		STD DEV
	0	1	2	3	>4				MIN	MAX	
Overall Sample	1015	261	52	112	154	1594	0.98	2.69	0	16	1.395
Marital Status	966	246	50	106	146	1514	0.98	2.70	0	16	1.377
Not Married	119	21	4	16	17	177	0.93	2.84	0	8	1.374
Married	847	225	46	90	129	1337	0.98	2.67	0	16	1.346
Spouse Employed	964	247	50	104	146	1511	0.97	2.70	0	16	1.375
N/A	125	22	4	17	16	184	0.90	2.80	0	8	1.345
NO	295	93	13	37	44	482	0.99	2.54	0	16	1.32
Yes	544	132	33	50	86	845	0.98	2.75	0	16	1.343
Will Spouse Move	955	246	49	105	144	1499	0.97	2.70	0	16	1.373
N/A	249	74	11	37	38	409	1.02	2.60	0	16	1.349
NO	307	45	6	13	24	395	0.57	2.95	0	8	1.099
Yes	399	127	32	55	82	695	1.19	2.78	0	16	1.414

Survey Questions: 15, 19, 23, 27, 31

Research Question: 2

researcher wrote a routine which selected only those which had moved in the past and indicated when these moves had occurred.

Of the respondents who reported the year category in which their last move had been made, 71.97 percent had moved prior to 1970; 7.18 percent between 1970 and 1974; 9.74 percent between 1975 and 1979; 8.21 percent between 1980 and 1984; and 2.91 percent had moved between 1985 and 1986. When presented by demographic characteristic, just the highest percentage in each category will be mentioned unless there are a number of groupings whose percentages are close.

By current location, the ALCs (with the exception of SM-ALC) were the locations with the highest percentage of individuals who had moved in Category 1. These percentages ranged 78.95 percent for SA-ALC to 85.37 percent for WR-ALC. ESD reported 25 percent of the mobile individuals having moved between 1970 and 1974. At BMO, 100 percent of the logisticians who had moved did so between 1975 and 1979 and 75 percent of the individuals who had moved at HQ USAF moved between 1980 and 1984. The most recently mobile individuals were located at HQ AFLC with 7.32 percent having moved between 1985 and 1986. Table 18 contains the raw data for the five year groups by current location.

When observed by years of federal service, the individuals in the 20 - 24 years of federal service grouping had the highest percentage of individuals who had moved in the first category. For the second category, the 10 - 14

TABLE 18

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY CURRENT LOCATION

	LAST MOVE YEAR CATEGORIES					
	Before 1970	1970-1974	1975-1979	1980-1984	1985-1986	TOTAL
Overall Sample	780	132	208	282	156	1558
Non-Mobile Year Group	359	90	151	234	139	973
Current Location	421	42	57	48	17	585
HQ AFLC/WPAFB OH	21	6	4	7	3	41
OC-ALC/TAFB OK	89	3	6	5	2	105
OO-ALC/HAFB UT	85	4	6	4	2	101
SA-ALC/KAFB TX	60	0	7	7	2	76
SM-ALC/MAFB CA	39	7	8	4	1	59
WR-ALC/RAFB GA	70	5	6	0	1	82
AD/EAFB FL	5	0	1	1	0	7
ASD/WPAFB OH	2	1	2	3	0	8
BMO/NAFB CA	1	0	1	0	0	2
ESD/HAFB MA	1	1	2	0	0	4
SD/LAAFS CA	0	0	1	0	0	1
HQ UAF Pentagon	1	0	0	3	0	4
Other	47	15	13	14	6	95

Survey Question: 35

Research Question: 3

years of federal service grouping with 28.57 percent and the 15 - 19 years of federal service grouping with 23.64 percent had the highest percentages of individuals who had moved during that timeframe. The 10 - 14 years of federal service grouping also had the highest percentage in the third year category. In the 5 - 9 years of federal service grouping, 60 percent of the individuals had moved between 1980 and 1984 and 33.33 percent of those in the less than 5 years of federal service had moved between 1985 and 1986. Table 19 contains the raw data for the last move year categories by years of federal service.

When observed by years of prior military service, 80.5 percent of the individuals in the less than 5 years grouping reported having moved prior to 1970. In the 20 - 24 prior years of military service grouping, 20.45 percent of the individuals and 20 percent of those in the 30 - 34 prior years of military service reported having moved between 1970 and 1974. Of those who had moved between 1975 and 1979, 30.77 percent had 10 - 14 years of prior military service. The individuals in the 15 - 19 prior years of military service grouping had the highest percentage of those individuals who had moved between 1980 and 1984. In the 25 - 29 prior years of military service grouping, 14.29 percent had moved between 1985 and 1986. Table 20 contains the raw data for prior years of military service by last move years category.

TABLE 19

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY YEARS OF FEDERAL SERVICE

	LAST MOVE YEAR CATEGORIES					
	Before 1970	1970-1974	1975-1979	1980-1984	1985-1986	TOTAL
Overall Sample	780	132	208	282	156	1558
Federal Service	424	45	58	54	18	599
Under 5 years	1	0	0	7	4	12
5 - 9 years	2	0	4	12	2	20
10 - 14 years	7	14	19	9	0	49
15 - 19 years	24	13	13	4	1	55
20 - 24 years	104	3	5	4	3	119
25 - 29 years	116	3	6	9	4	138
30 - 34 years	103	7	8	6	1	125
Over 35 years	67	5	3	3	3	81

Survey Question: 35

Research Question: 3

TABLE 20

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY YEARS OF PRIOR MILITARY SERVICE

	LAST MOVE YEAR CATEGORIES					
	Before 1970	1970-1974	1975-1979	1980-1984	1985-1986	TOTAL
Overall Sample	780	132	208	282	156	1558
Military Service	424	45	58	54	18	599
None	152	13	17	11	6	199
Under 5 years	227	18	17	13	7	282
5 - 9 years	18	1	7	8	0	34
10 - 14 years	4	2	4	2	1	13
15 - 19 years	4	0	1	3	0	8
20 - 24 years	14	9	8	11	2	44
25 - 29 years	2	1	4	5	2	14
30 - 34 years	3	1	0	1	0	5
Over 35 years	0	0	0	0	0	0

Survey Question: 35

Research Question: 3

The percentage differences between the groupings for current grade, gender, and housing status for each last move year category were slight. The raw data for these demographics are located in Table 22.

By career group, 81.51 percent of the individuals in the maintenance and production management field had moved prior to 1970; 16.67 percent and 13.33 percent of the logisticians in the acquisition management field had moved between 1970 and 1974 and between 1974 and 1979, respectively; and 26.47 percent and 11.76 percent in the transportation field had moved between 19780 and 1984 and between 1984 and 1985, respectively. Table 21 contains the raw data by career group.

By age, 81.33 percent of the logisticians over 55 had moved prior to 1970; 10.06 percent of the 36 - 45 year olds and 11.11 percent of those under 35 had moved in Category 1; 50 percent and 27.78 percent of those under 35 had moved between 1975 and 1979 and between 1980 and 1984, respectively. All four age groupings were close in the last category with their percentages ranging from 0 to 4 percent. Table 21 contains the raw data for the age groupings.

The percentage differences between the groupings within each last move category for marital status, spouse employed, and willingness of spouse to seek employment at another location were slight. The raw data for these groupings are contained in Table 23.

TABLE 21

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY LOGISTICS CAREER GROUP AND AGE

	LAST MOVE YEAR CATEGORIES					
	Before 1970	1970-1974	1975-1979	1980-1984	1985-1986	TOTAL
Overall Sample	780	132	208	282	156	1558
Career Group	424	45	58	54	18	599
Transportation	14	3	4	9	4	34
Supply & Distr	53	9	8	3	0	73
Maint/Prod Mgt	97	9	3	7	3	119
Logistics Mgt	174	13	28	22	7	244
Program Mgt	44	5	5	8	1	63
Acquisition Mgt	16	5	4	4	1	30
Other	26	1	6	1	2	36
Age	402	45	54	52	17	570
Under 35 years	2	2	9	5	0	18
36 - 45 years	96	16	19	22	6	159
46 - 55 years	243	41	23	23	8	318
Over 55 years	61	6	3	2	3	75

Survey Question: 35
Research Question: 3

TABLE 22

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	<u>LAST MOVE YEAR CATEGORIES</u>						<u>TOTAL</u>
	<u>Before 1970</u>	<u>1970-1974</u>	<u>1975-1979</u>	<u>1980-1984</u>	<u>1985-1986</u>		
Overall Sample	780	132	208	282	156	1558	
Current Grade	421	45	58	52	17	593	
GS/GM-12	193	24	34	30	8	289	
GS/GM-13	131	15	19	18	6	189	
GS/GM-14	70	5	2	2	1	80	
GS/GM-15	27	1	3	2	2	35	
Gender	421	45	57	54	18	595	
Male	379	40	53	51	16	539	
Female	42	5	4	3	2	56	
Housing Status	404	44	54	52	17	571	
Rent	15	0	2	6	2	25	
Own	389	44	52	46	15	546	

Survey Question: 35

Research Question: 3

TABLE 23

YEAR GROUP COMMENCED AT CURRENT LOCATION
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	LAST MOVE YEAR CATEGORIES					
	Before 1970	1970-1974	1975-1979	1980-1984	1985-1986	TOTAL
Overall Sample	780	132	208	282	156	1558
Marital Status	403	45	53	52	17	570
Not Married	51	3	6	7	0	67
Married	352	42	47	45	17	503
Spouse Employed	403	45	54	52	17	571
N/A	56	4	5	7	0	72
No	136	11	19	14	9	189
Yes	211	30	30	31	8	310
Will Spouse Move	400	45	53	52	17	567
N/A	110	9	11	12	4	146
No	138	15	17	7	7	184
Yes	152	21	25	33	6	237

Survey Question: 35

Research Question: 3

Research Question 4. Do the people who are mobile or non-mobile have any common characteristics?

To answer this question, it was necessary to divide the study population into true mobile and non-mobile groups. The researcher used the information obtained for Research Question 1, which had the non-mobile individuals grouped, and consolidated the respondents in the "mobile" and "highly mobile" groupings to obtain a pure "mobile" category. These groups' demographic characteristics were then analyzed to determine if the individuals that are mobile or non-mobile share any common characteristics. Tables 24 and 29 contain the data used to answer this research question.

There were four demographic categories in which the individuals in one of the two groups (mobile and non-mobile) dominated. These categories were current location, current grade, housing status, and spouse's willingness to seek employment at another location. The researcher observed that when the mobile/non-mobile groups were subdivided by current location, the largest concentration of non-mobile individuals were located at the five Air Logistics Centers (ALC): OC-ALC, OO-ALC, SA-ALC, SM-ALC, and WR-ALC. Their non-mobile percentages ranged from 69.18 percent - 84.00 percent, while the percentage for the other locations ranged from 7.14 percent - 50.48 percent. The most mobile population were located in SD with 92.86 percent and BMO with 80.00 percent. Table 24 contains the categorical numbers and percentages by current location.

TABLE 24

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY CURRENT LOCATION

	NUMBER OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	579	1594	63.68	36.32	100.00
Current Location	988	563	1551	63.70	36.30	100.00
HQ AFLC/WPAFB OH	65	82	147	44.22	55.78	100.00
OC-ALC/TAFB OK	168	32	200	84.00	16.00	100.00
OO-ALC/HAFB UT	176	44	220	80.00	20.00	100.00
SA-ALC/KAFB TX	151	61	212	71.23	28.77	100.00
SM-ALC/MAFB CA	101	45	146	69.18	30.82	100.00
WR-ALC/RAFB GA	132	36	168	78.57	21.43	100.00
AD/FAFB FL	9	10	19	47.37	52.63	100.00
ASD/WPAFB OH	12	22	34	35.29	64.71	100.00
BMO/NAFB CA	2	8	10	20.00	80.00	100.00
ESD/HAFB TX	5	9	14	35.71	64.29	100.00
SD/LAAFS CA	1	13	14	7.14	92.86	100.00
HQ USAF Pentagon	7	11	18	38.89	61.11	100.00
Other	159	190	349	45.56	54.44	100.00

Survey Question: 35

Research Question: 3

In the current grade category, the GM-15 had moved more than any other group. The percentage of individuals who were mobile in this category was 64.13 percent, while the other categories ranged from 23.93 percent - 45.56 percent. See Table 28 for the percentages and categorical data by current grade.

The individuals who owned homes had moved much less than those who rented. The percentage of homeowners who were non-mobile was 65.31 percent versus 40.91 percent for the non-homeowners. Table 28 contains the housing status data.

Another characteristic that dominated the non-mobile population was the spouse's unwillingness to seek employment at another location. Table 29 contains the percentages and categorical numbers of the three categories of this demographic. Of the individuals who had been non-mobile, 80.58 percent indicated that their spouses were unwilling to seek employment elsewhere.

Research Question 5. What percentage of the population stated they would or would not accept a move for either a lateral reassignment, a single grade promotion, or a single grade with potential for a two-grade promotion?

The respondents were asked to which locations they would accept a lateral reassignment, a single grade promotion, and a single grade with potential for a two grade promotion. For each type of move they were asked to provide

TABLE 25

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY YEARS FEDERAL SERVICE

	NUMBERS OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	579	1594	63.68	36.32	100.00
Federal Service	1011	569	1580	63.99	36.01	100.00
Under 5 years	17	9	26	65.38	34.62	100.00
5 - 9 years	37	27	64	57.81	42.19	100.00
10 - 14 years	88	51	139	63.31	36.69	100.00
15 - 19 years	113	95	208	54.33	45.67	100.00
20 - 24 years	201	124	325	61.85	38.15	100.00
25 - 29 years	237	102	339	69.91	30.09	100.00
30 - 34 years	211	108	319	66.14	33.86	100.00
Over 35 years	107	53	160	66.87	33.12	100.00

TABLE 26

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY YEARS PRIOR MILITARY SERVICE

	<u>NUMBERS OF PEOPLE</u>			<u>PERCENTAGE OF POPULATION</u>		
	<u>NOT MOBILE</u>	<u>MOBILE</u>	<u>TOTAL</u>	<u>NOT MOBILE</u>	<u>MOBILE</u>	<u>TOTAL</u>
Overall Sample	1015	579	1594	63.68	36.32	100.00
Military Service	1010	567	1577	64.05	35.95	100.00
None	379	177	556	68.17	31.83	100.00
Under 5 years	444	240	684	64.91	35.09	100.00
5 - 9 years	57	41	98	58.16	41.84	100.00
10 - 14 years	26	30	56	46.43	53.57	100.00
15 - 19 years	12	2	14	85.71	14.29	100.00
20 - 24 years	68	57	125	54.40	45.60	100.00
25 - 29 years	17	18	35	48.57	51.43	100.00
30 - 34 years	7	2	9	77.78	22.22	100.00
Over 35 years	0	0	0	0	0	0

TABLE 27

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY LOGISTICS CAREER GROUP AND AGE

	NUMBERS OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	579	1594	63.68	36.32	100.00
Career Group	1009	564	1573	64.14	35.86	100.00
Transportation	54	50	104	51.92	48.08	100.00
Supply & Dist	117	74	191	61.26	38.74	100.00
Maint & Prod Mgt	181	55	236	76.69	23.31	100.00
Logistics Mgt	427	207	634	67.35	32.65	100.00
Program Mgt	109	60	169	64.50	35.50	100.00
Acquisition Mgt	53	77	130	40.77	59.23	100.00
Other	68	41	109	62.39	37.61	100.00
Age	967	546	1513	63.91	36.09	100.00
Under 35 years	39	19	58	67.24	32.76	100.00
36 - 45 years	290	181	471	61.57	38.43	100.00
46 - 55 years	521	268	789	66.03	33.97	100.00
Over 55 years	117	78	195	60.00	40.00	100.00

TABLE 28

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	NUMBERS OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	579	1594	63.68	36.32	100.00
Current Grade	1002	565	1567	63.94	36.06	100.00
GS/GM-12	480	151	631	76.07	23.93	100.00
GS/GM-13	348	237	585	59.49	40.51	100.00
GS/GM-14	141	118	259	54.44	45.56	100.00
GS/GM-15	33	59	92	35.87	64.13	100.00
Gender	1003	568	1571	63.84	36.16	100.00
Male	855	515	1370	62.41	37.59	100.00
Female	148	53	201	73.63	26.37	100.00
Housing Status	966	546	1512	63.89	36.11	100.00
Rent	36	52	88	40.91	59.09	100.00
Own	930	494	1424	65.31	34.69	100.00

TABLE 29

COMMON CHARACTERISTICS AMONG MOBILE/NON-MOBILE RESPONDENTS
MOBILE BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	NUMBERS OF PEOPLE			PERCENTAGE OF POPULATION		
	NOT MOBILE	MOBILE	TOTAL	NOT MOBILE	MOBILE	TOTAL
Overall Sample	1015	579	1594	63.68	36.32	100.00
Marital Status	966	548	1514	63.80	36.20	100.00
Not Married	119	58	177	67.23	32.77	100.00
Married	847	490	1337	63.35	36.65	100.00
Spouse Employed	964	547	1511	63.80	36.20	100.00
N/A	125	59	184	67.93	32.07	100.00
No	295	187	482	61.20	38.80	100.00
Yes	544	301	845	64.38	35.62	100.00
Will Spouse Move	955	544	1499	63.71	36.29	100.00
N/A	249	160	409	60.88	39.12	100.00
No	307	88	395	77.72	22.28	100.00
Yes	399	296	695	57.41	42.59	100.00

their first, second, and third choice. The choices included 12 specific locations, an "Other" category, and "None."

The objective of this research question was to estimate the mobility intentions of the respondents in regard to lateral reassignments, single grade promotions, and single grade with potential for two grade promotions. To ensure that true mobility intent was being measured it was necessary to exclude those individuals who chose their current location as a possible reassignment site. The researcher accomplished this by writing a routine which excluded those responses which identified a location identical to the current location. The number of individuals who indicated an intention to move for a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion are presented in Table 30.

A total of 1582 individuals provided at least one valid response to survey questions 3 - 11. Of these individuals, 77.9 percent indicated they would move for a lateral reassignment, a single grade promotion, or a single grade with potential for a two grade promotion. It is important to note that a response to any one or all of survey questions 3 - 11 indicated an "intention," not an actual commitment to make a geographic move.

The raw data for each of the demographic characteristics are located in Table 31-36. Percentages for the demographic groupings are located in Table 37.

TABLE 30

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION

	<u>NON-MOBILE</u>	<u>MOBILE</u>	<u>TOTAL</u>
SURVEY QUESTIONS 3-5 LATERAL	389	358	747
SURVEY QUESTIONS 6-8 SINGLE GRADE	607	470	1077
SURVEY QUESTIONS 9-11 SINGLE GRADE WITH POTENTIAL FOR TWO	723	480	1203
Survey Questions: 3-11			
Research Question: 5			

TABLE 31

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY CURRENT LOCATION

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Current Location	725	1046	1170	1225
HQ AFLC/WPAFB OH	114	126	120	130
OC-ALC/TAFB OK	62	101	123	126
OO-ALC/HAFB UT	81	127	161	163
SA-ALC/KAFB TX	78	130	156	159
SM-ALC/MAFB CA	49	79	94	96
WR-ALC/RAFB GA	64	109	124	124
AD/EAFB FL	7	13	14	14
ASD/WPAFB OH	26	32	32	32
BMO/NAFB CA	5	10	10	10
ESD/HAFB MA	7	11	12	12
SD/LAAFS CA	7	9	11	12
HQ USAF Pentagon	13	16	16	17
Other	212	283	297	304

Survey Questions: 3-11

Research Question: 5

TABLE 32

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY YEARS FEDERAL SERVICE

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Federal Service	741	1069	1193	1222
Under 5 years	16	23	25	25
5 - 9 years	37	49	53	55
10 - 14 years	74	105	110	116
15 - 19 years	113	161	173	177
20 - 24 years	168	232	256	259
25 - 29 years	147	216	253	258
30 - 34 years	130	186	215	221
Over 35 years	56	97	108	111

Survey Questions: 3-11

Research Question: 5

TABLE 33

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY YEARS PRIOR MILITARY SERVICE

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Military Service	739	1067	1191	1220
None	237	360	402	414
Under 5 years	318	455	513	524
5 - 9 years	46	65	77	80
10 - 14 years	37	46	49	50
15 - 19 years	6	11	11	11
20 - 24 years	64	95	104	105
25 - 29 years	26	28	28	29
30 - 34 years	5	7	7	7
Over 35 years	0	0	0	0

Survey Questions: 3-11

Research Question: 5

TABLE 34

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY LOGISTICS CAREER GROUP AND AGE

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Career Group	739	1066	1190	1219
Transportation	56	77	82	84
Supply & Dist	88	121	128	134
Maint & Prod Mgt	105	164	191	192
Logistics Mgt	287	407	470	482
Program Mgt	80	123	132	135
Acquisitoin Mgt	70	100	104	107
Other	53	74	83	85
Age	711	1021	1145	1169
Under 35 years	32	40	44	46
36 - 45 years	246	348	384	394
46 - 55 years	370	520	588	600
Over 55 years	63	113	129	129

Survey Questions: 3-11

Research Question: 5

TABLE 35

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Current Grade	688	1060	1182	1211
GS/GM-12	278	405	475	483
GS/GM-13	274	410	458	466
GS/GM-14	131	180	189	193
GS/GM-15	51	65	60	69
Gender	736	1062	1186	1215
Male	654	941	1047	1071
Female	82	121	139	144
Housing Status	707	1019	1142	1167
Rent	60	74	75	77
Own	647	945	1067	1090

Survey Questions: 3-11

Research Question: 5

TABLE 36

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>	<u>TOTAL 2-4</u>
Overall Sample	747	1077	1203	1232
Marital Status	711	1023	1148	1172
Not Married	88	123	130	134
Married	623	900	1018	1038
Spouse Employed	710	1019	1143	1168
N/A	90	126	134	138
No	220	322	364	369
Yes	400	571	645	661
Will Spouse Move	702	1009	1131	1156
N/A	193	275	300	307
No	121	174	222	226
Yes	388	560	609	623

Survey Questions: 3-11
Research Question: 5

TABLE 37

PERCENTAGE OF LOGISTICIANS WILLING TO MOVE FOR A LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION, AND/OR A SINGLE GRADE WITH POTENTIAL FOR A TWO-GRADE PROMOTION

<u>DEMOGRAPHIC CHARACTERISTIC</u>	<u>LOWEST PERCENTAGE</u>	<u>HIGHEST PERCENTAGE</u>
Current Location	OC-ALC - 63.00	BMO - 100.00
Years of Federal Service	30 - 34 years - 69.28 35 or > years - 69.38	> 5 years - 96.15
Years Prior Military Service	None - 74.46	10 - 14 years - 89.29
Current Grade	GS/GM-14 - 74.52 GS/GM-15 - 75.00	GS/GM-13 - 79.55
Career Group	Supply & Dist - 70.16	Acq Mgt - 82.31 Maint & Prod - 81.36 Transp - 80.77
Gender	Male - 78.18	Female - 71.64
Housing Status	Own - 76.54	Rent - 87.50
Age	< 55 years - 66.15	36 - 45 years - 83.65
Marital Status	Not Married - 75.71	Married - 77.64
Spouse Employed	*No - 76.56	Yes - 78.22
Will Spouse Move	No - 57.22	Yes - 89.64
* "Not Applicable" had a lower percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."		
Research Question: 5		

Research Objective 2

What are the patterns of mobility of Air Force civilian logisticians?

The following research questions were analyzed to provide a response to this research objective.

Research Question 6. For each major geographic location at which civilian logisticians are located, what is the pattern of mobility?

A total of 1,071 moves were reported. The results of this analysis are tabulated in Table 38. Additionally, the patterns of mobility are identified graphically in Figures 1 through 26.

"Other" dominated both the input and output pipeline patterns for all the locations with the exception of output from WR-ALC, input to BMO, input to and output from SD, and input to and output from HQ USAF. "Other" represents a conglomerate of locations. These locations were not coded on the survey data collection sheet therefore they could not be computer analyzed and were not identifiable. Since "Other" dominated most of the pipeline patterns, the second most dominant input and output pipelines will be presented for each of the locations included in the survey instrument. For purposes of pipeline pattern discussion, input locations are those from which logisticians come from, whereas output locations are those locations to which they move to.

TABLE 38

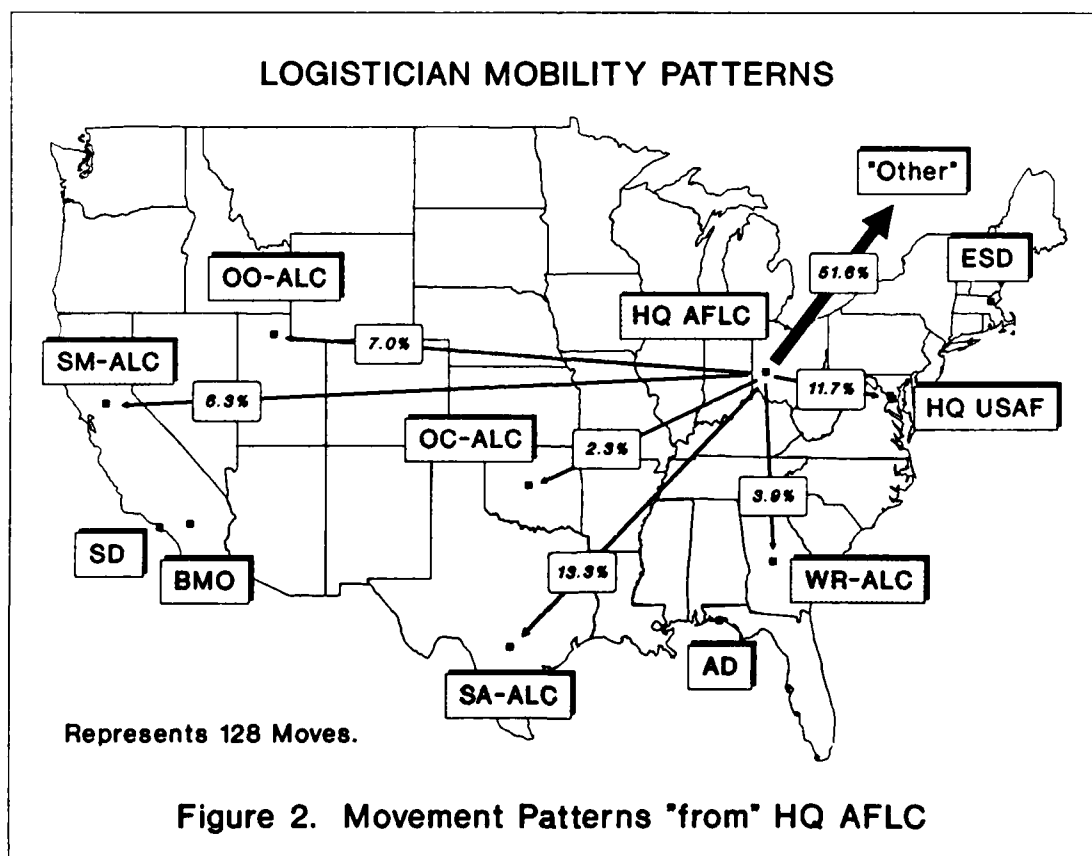
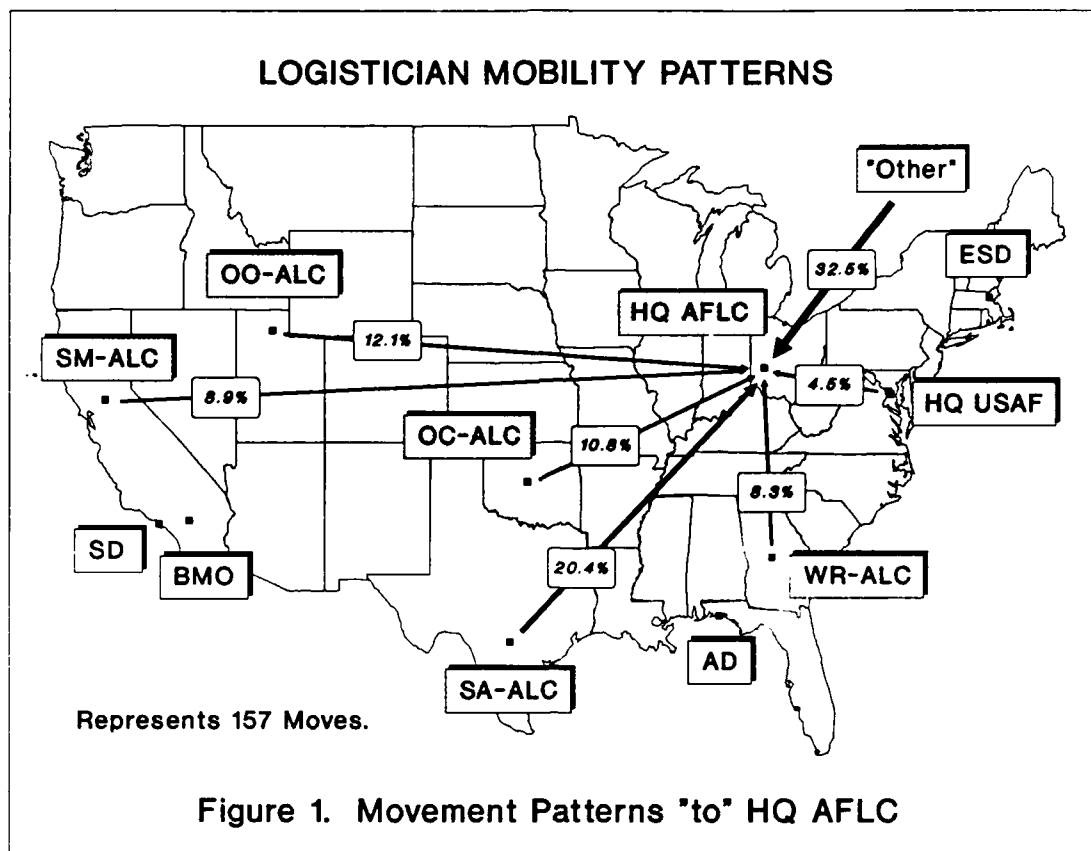
MAJOR DEPARTING AND ENDING LOCATIONS
TOTAL NUMBER OF MOVES 1071

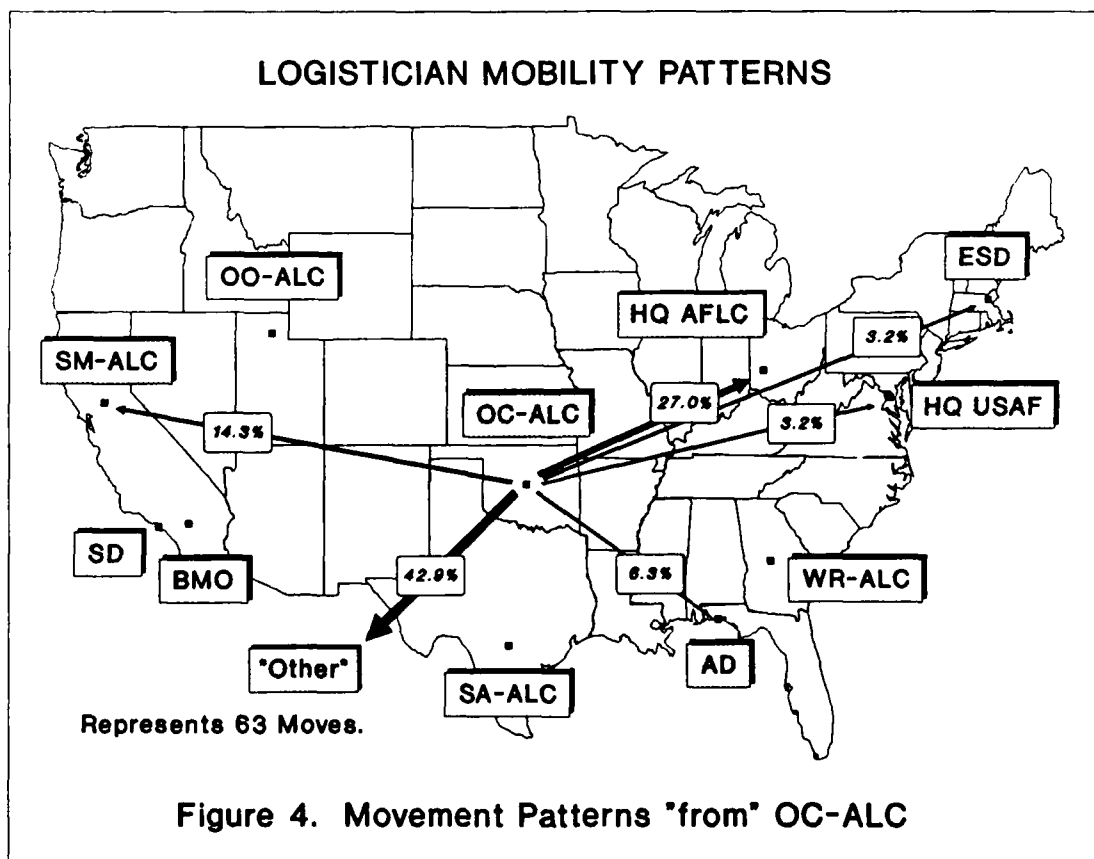
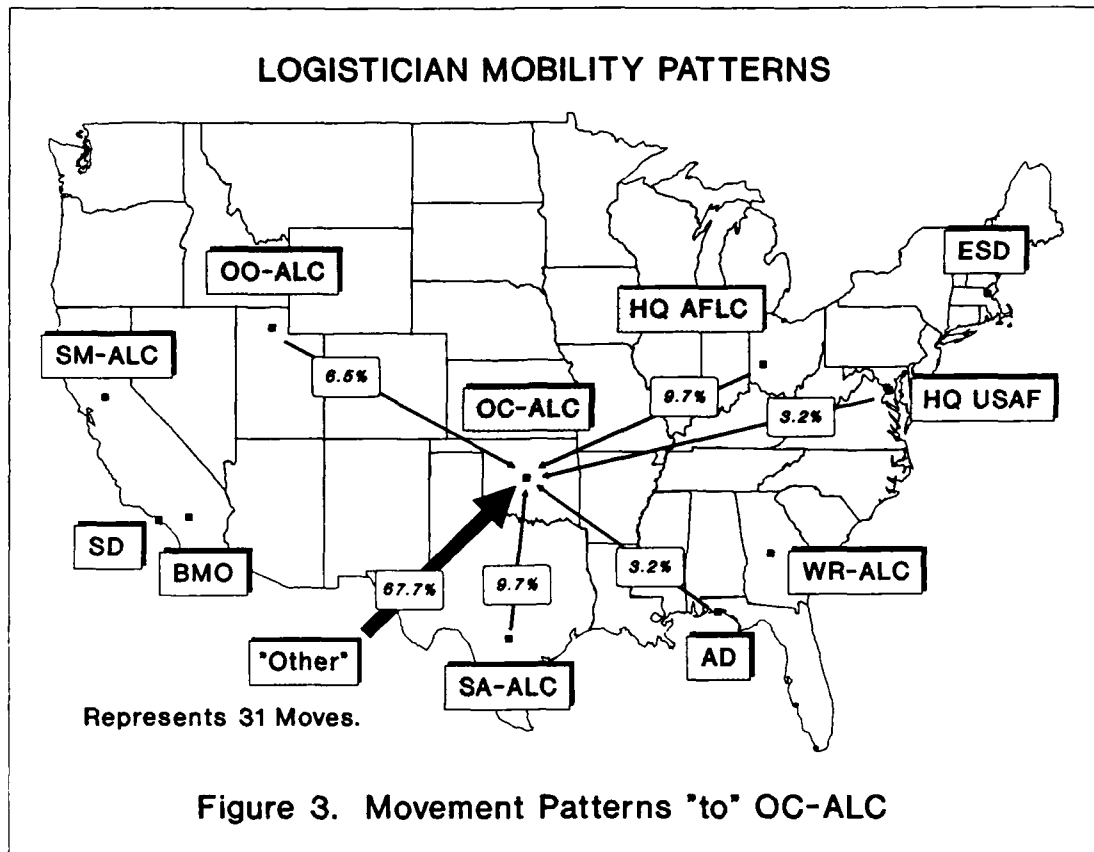
DEPARTING FROM:	ARRIVING TO											TOTAL MOVES "FROM"		
	A	B	C	D	E	F	G	H	I	J	K		L	M
(A) HQ AFLC	0	3	9	17	8	5	1	0	3	0	1	15	66	128
(B) OC-ALC	17	0	0	1	9	0	4	1	0	2	0	2	27	63
(C) OO-ALC	19	2	0	0	3	0	0	4	2	3	0	1	43	77
(D) SA-ALC	32	3	2	0	2	4	1	5	1	2	1	1	36	90
(E) SM-ALC	14	0	1	0	0	1	0	2	1	4	1	1	29	54
(F) WR-ALC	13	0	1	0	1	0	1	5	0	1	0	1	15	38
(G) AD	1	1	0	0	0	1	0	0	0	0	0	0	3	6
(H) ASD	0	0	1	2	1	2	3	0	1	4	1	0	6	21
(I) BMO	0	0	0	2	2	0	0	0	0	0	2	0	6	12
(J) ESD	2	0	2	0	0	0	0	1	0	0	4	1	12	22
(K) SD	1	0	1	0	0	0	0	0	0	0	0	0	0	2
(L) HQ USAF	7	1	4	2	2	0	0	0	0	0	0	0	1	17
(M) Other	51	21	21	38	25	22	9	9	3	7	2	7	326	541
TOTAL MOVES	157	31	42	62	53	35	19	27	11	23	12	29	570	
"TO"														

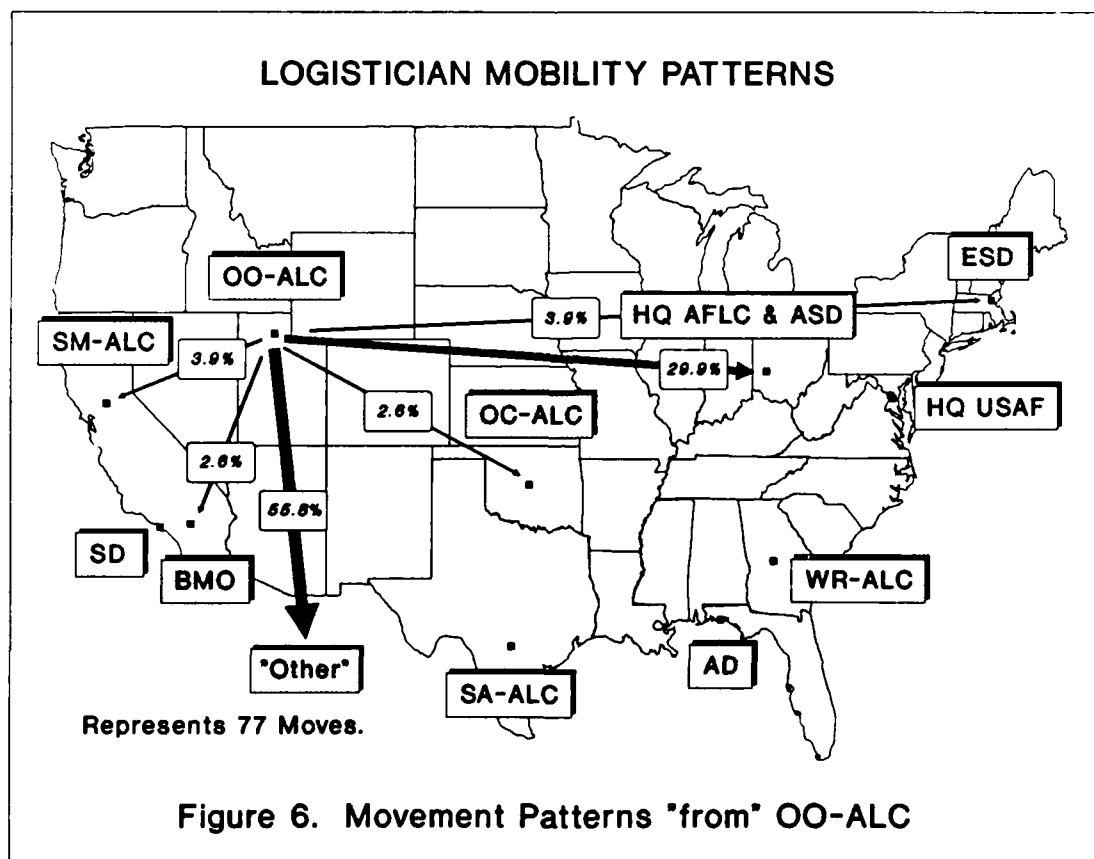
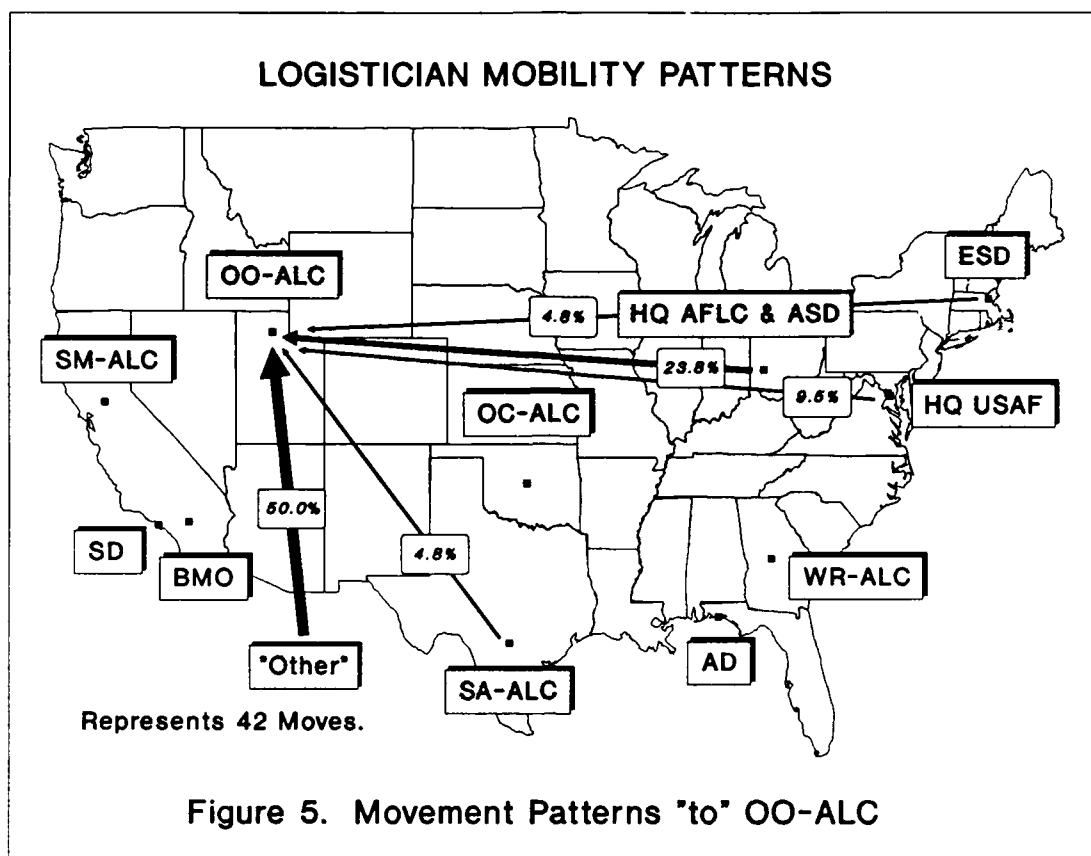
Survey Questions: 16, 17, 20, 21, 24, 25, 28, 29, 32, 33, 37, 38, 41, 42

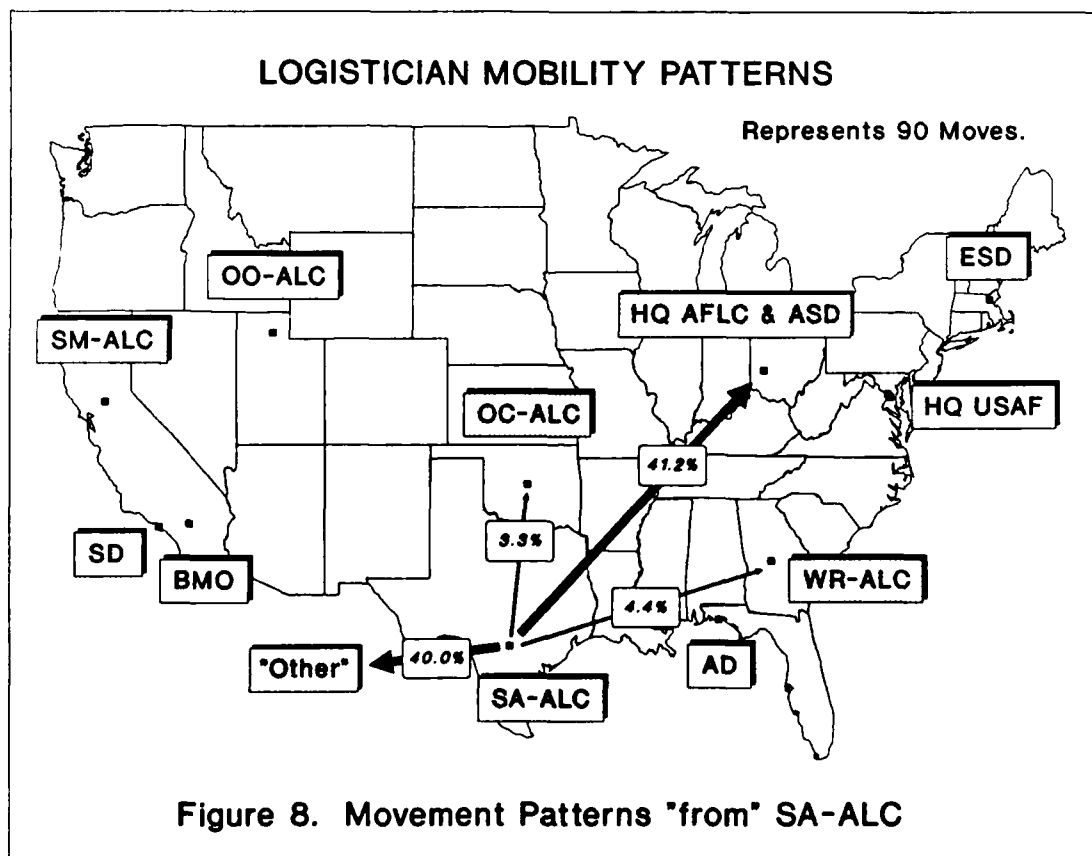
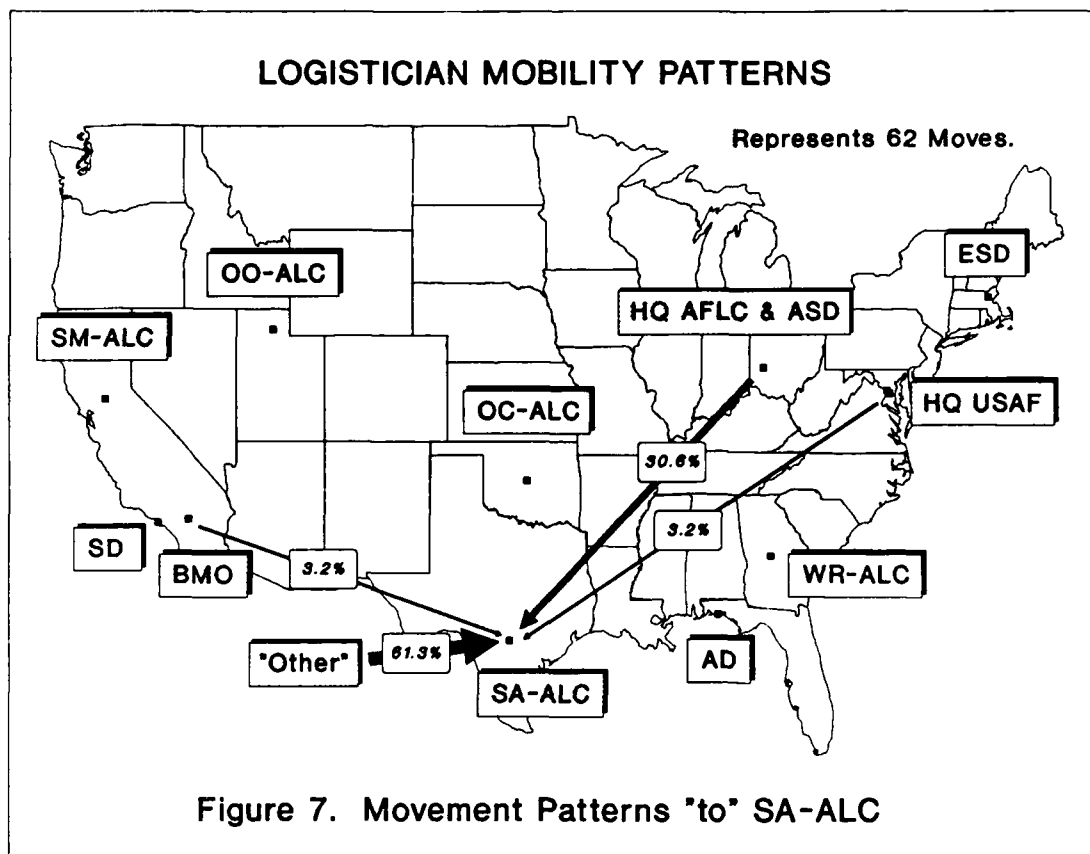
Research Question: 6

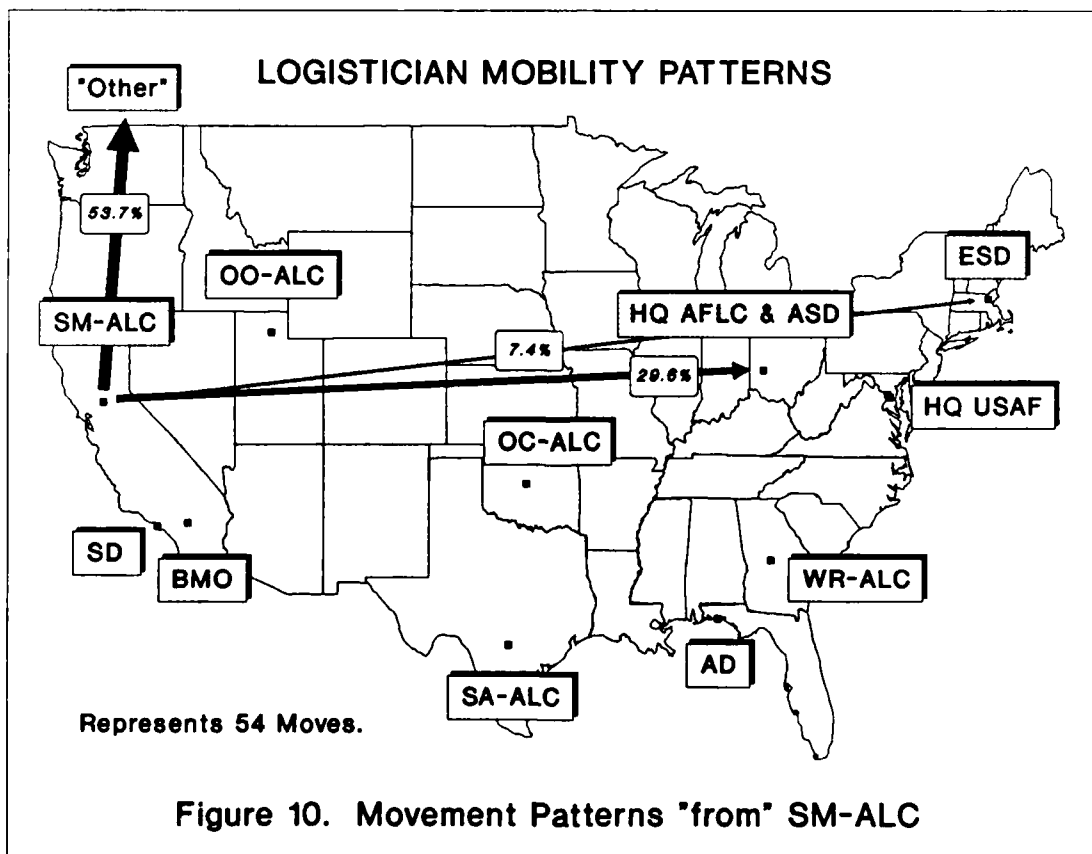
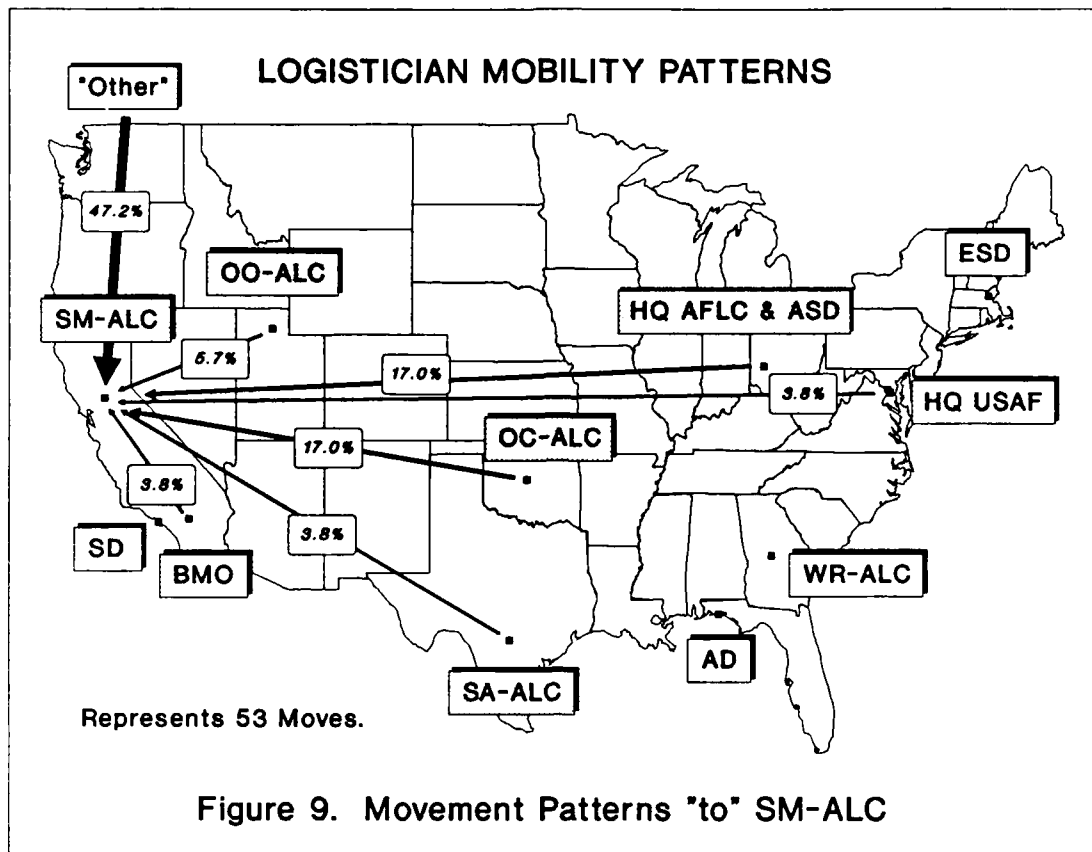
Survey Questions: 16, 17, 20, 21, 24, 25, 28, 29, 32, 33, 37, 38, 41, 42
 Research Question: 6

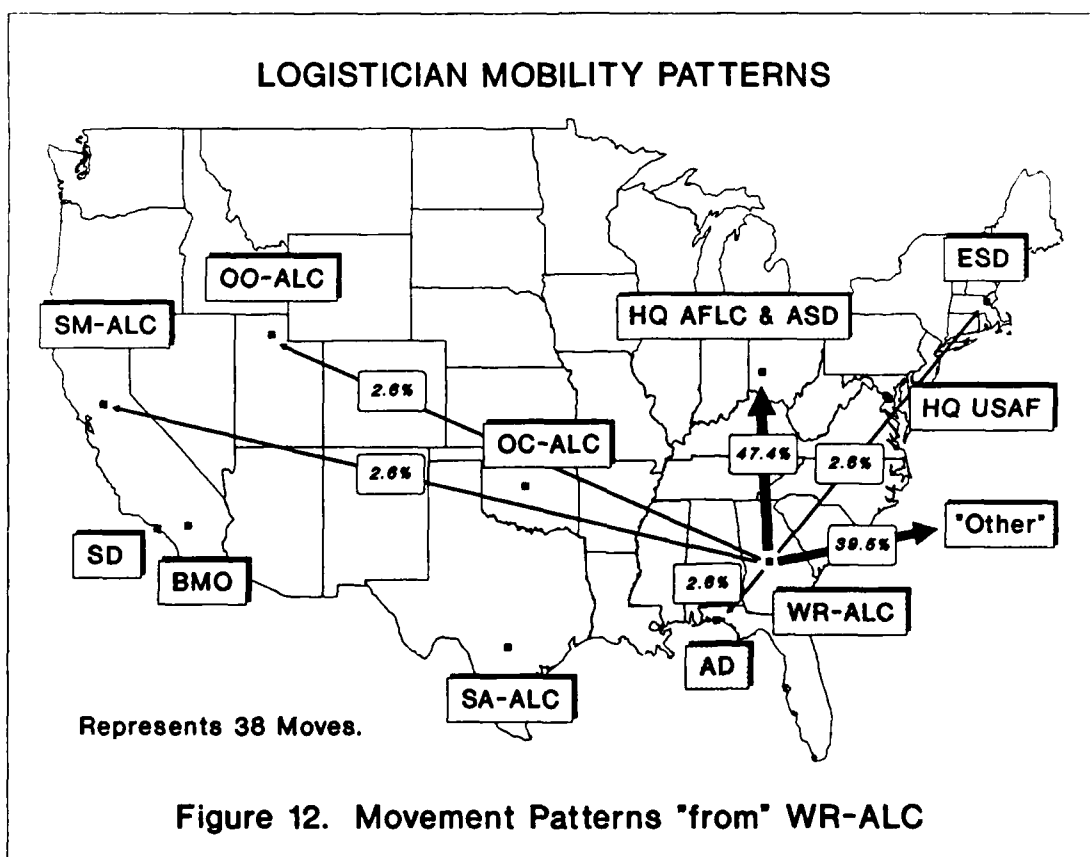
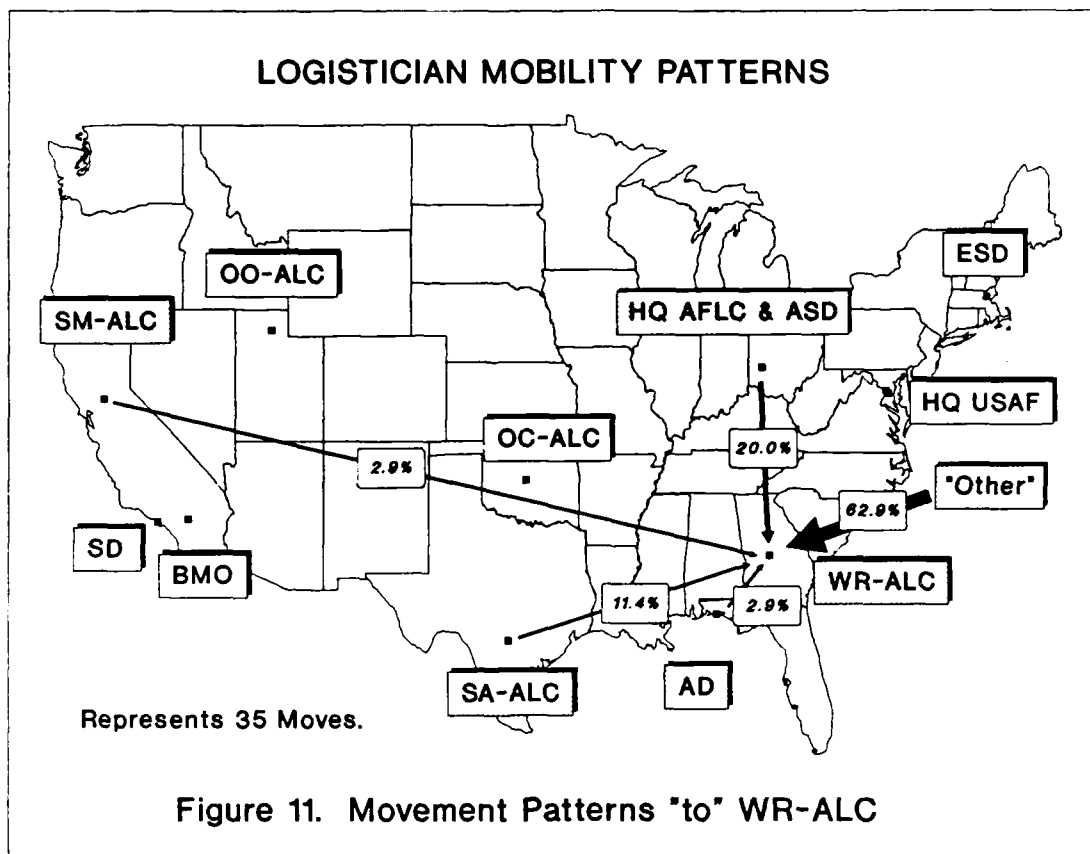


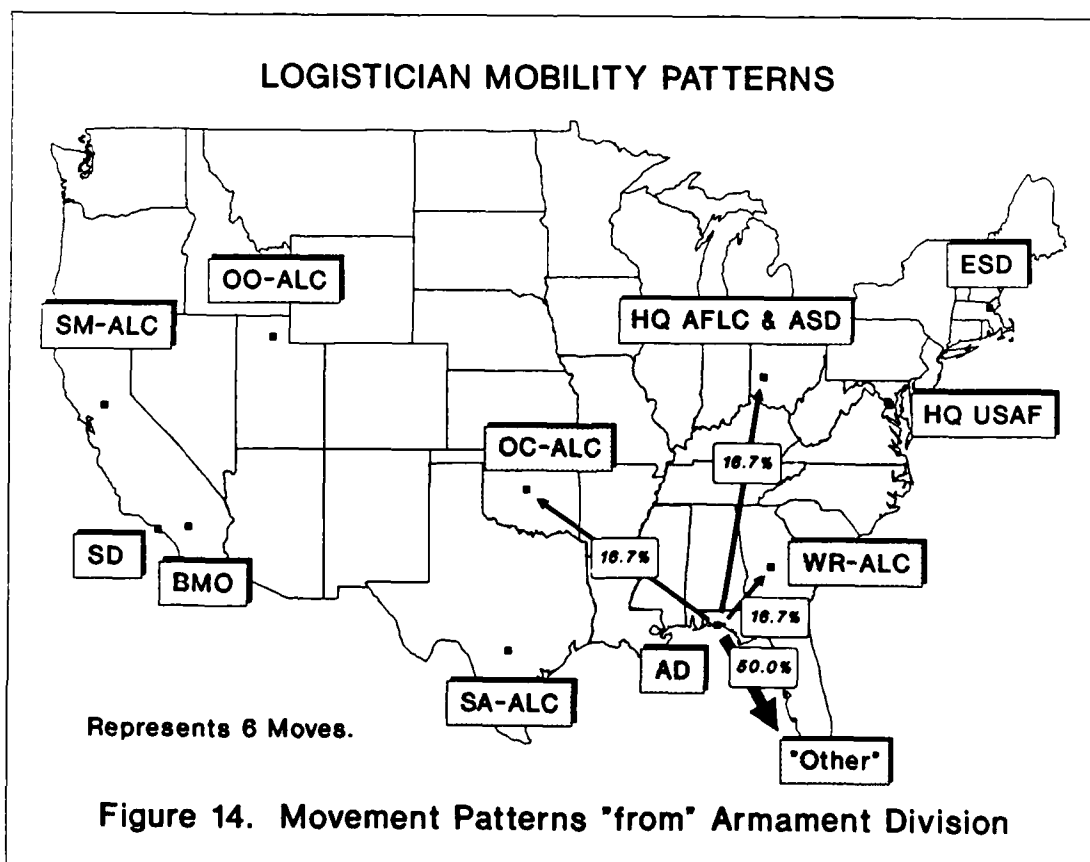
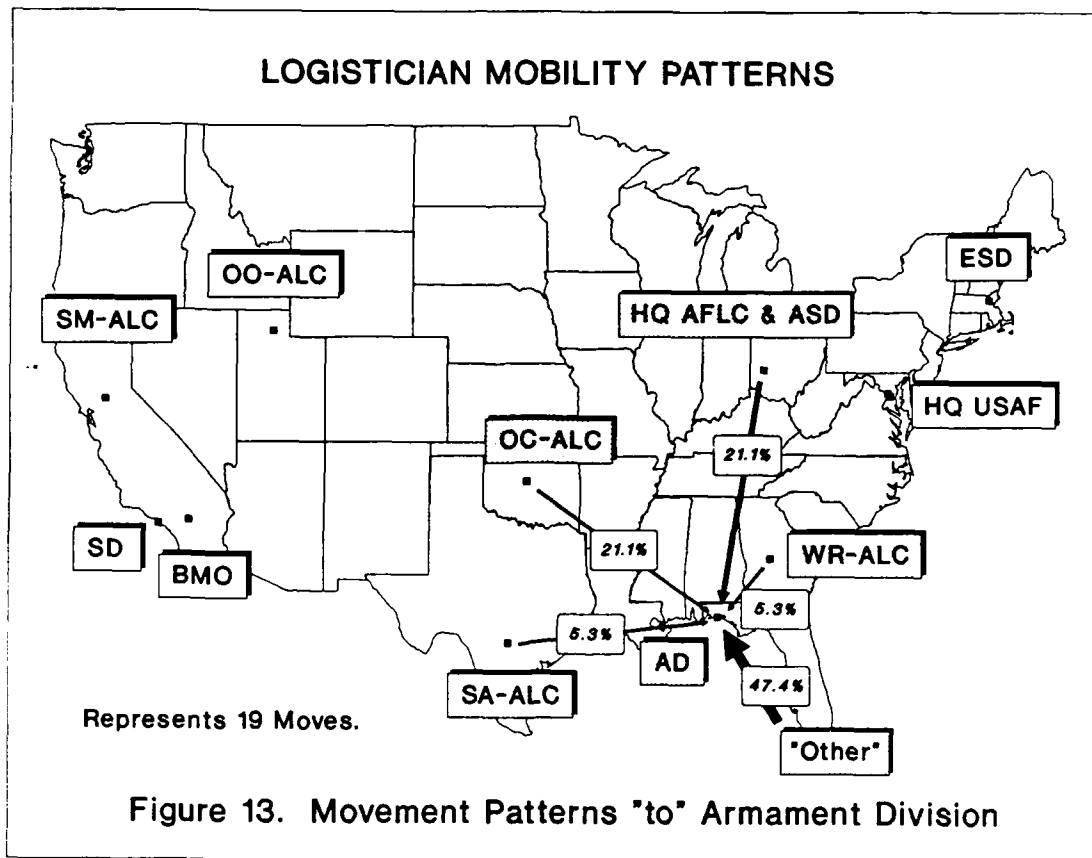


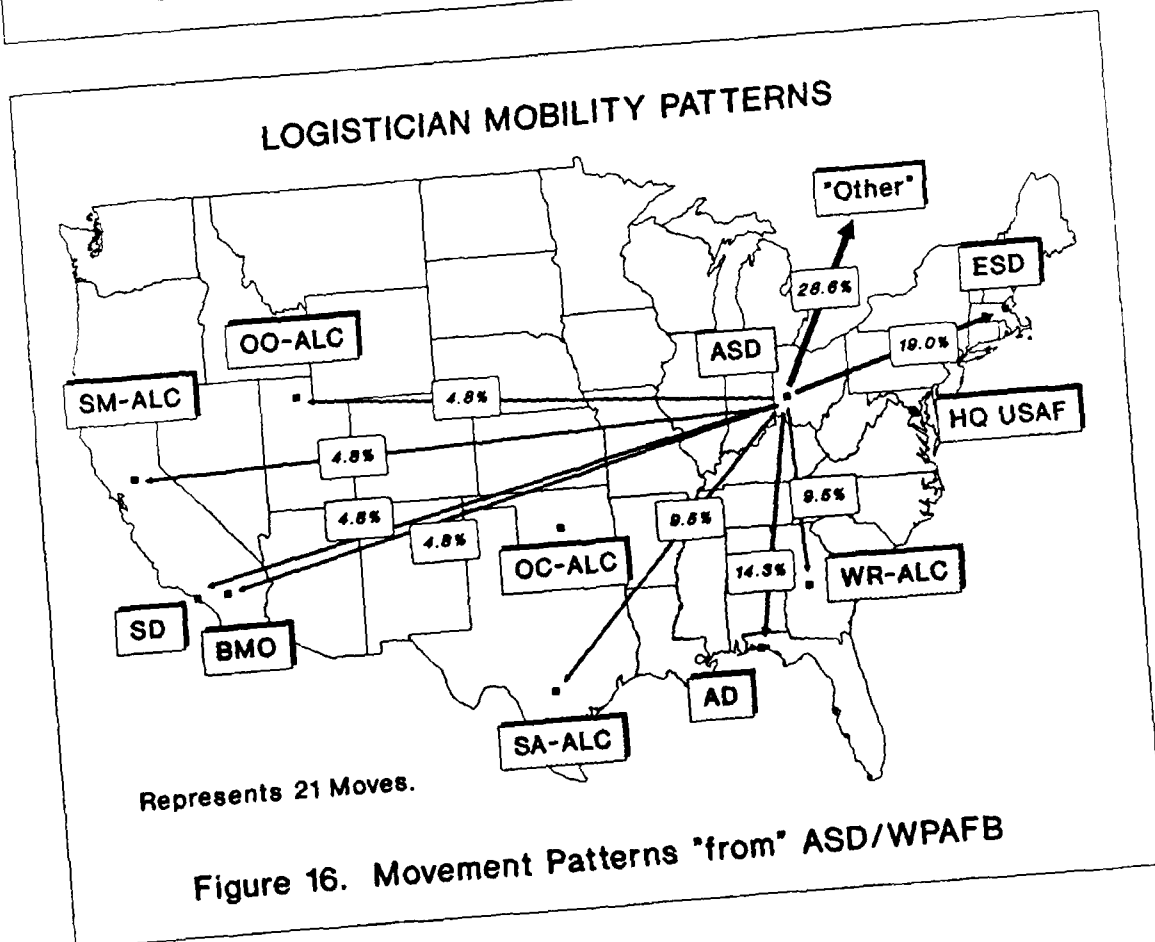
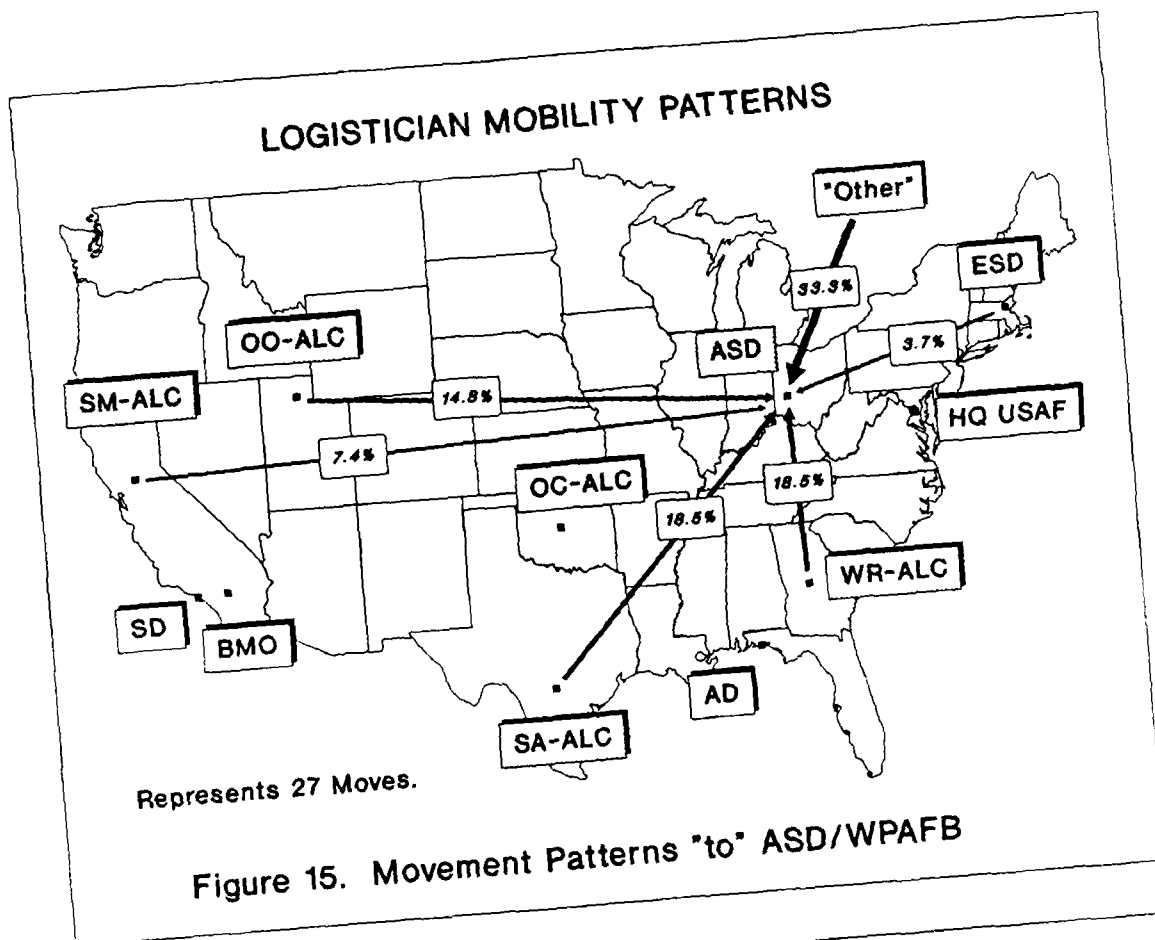


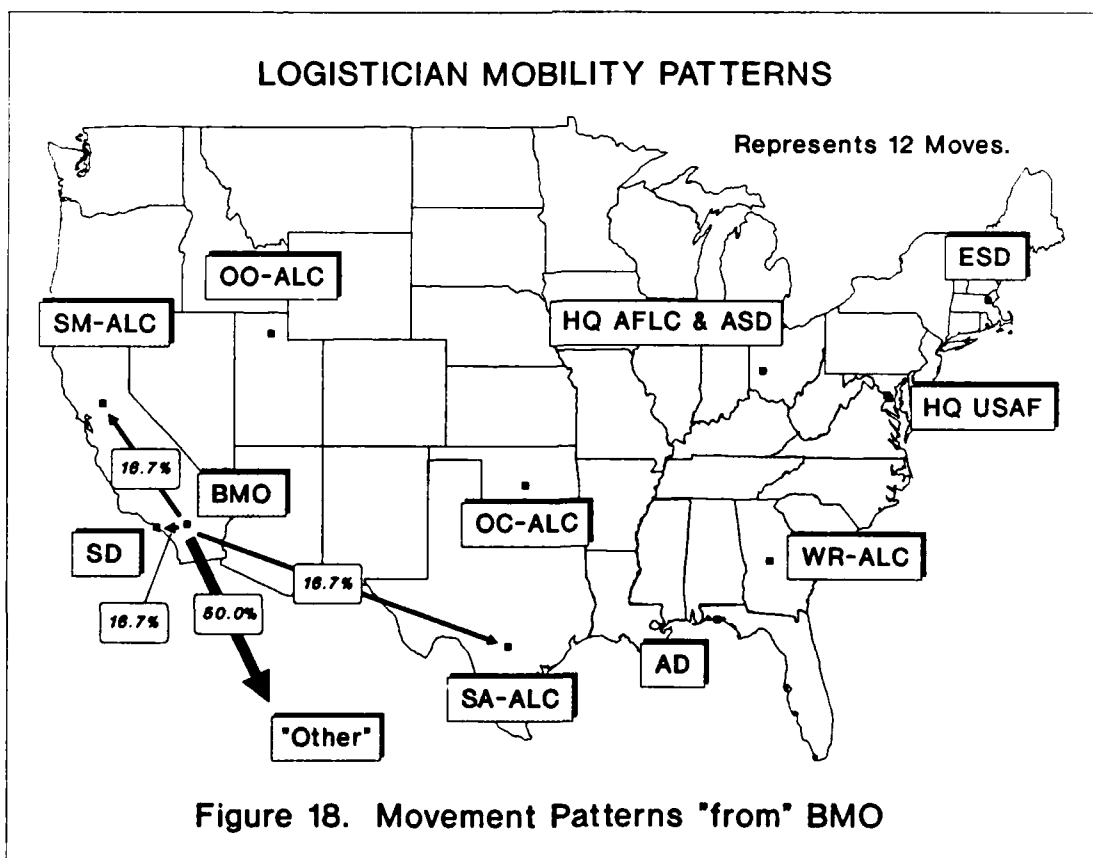
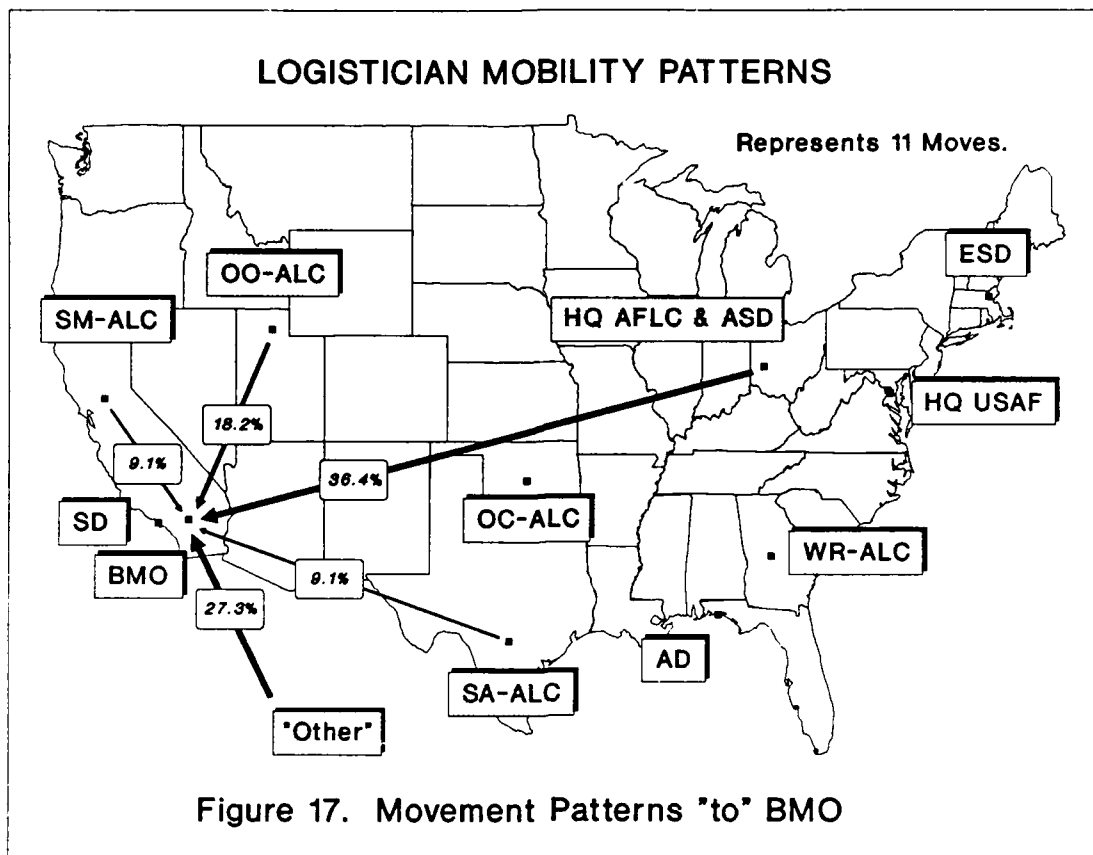


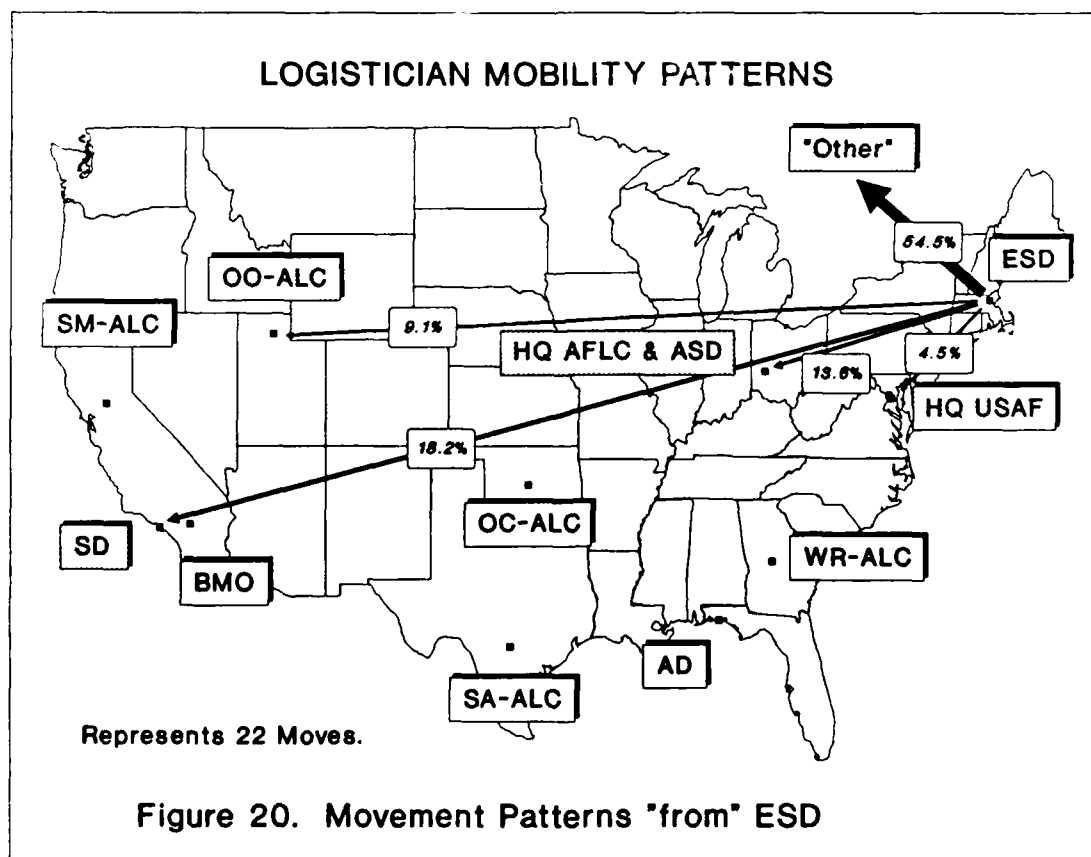
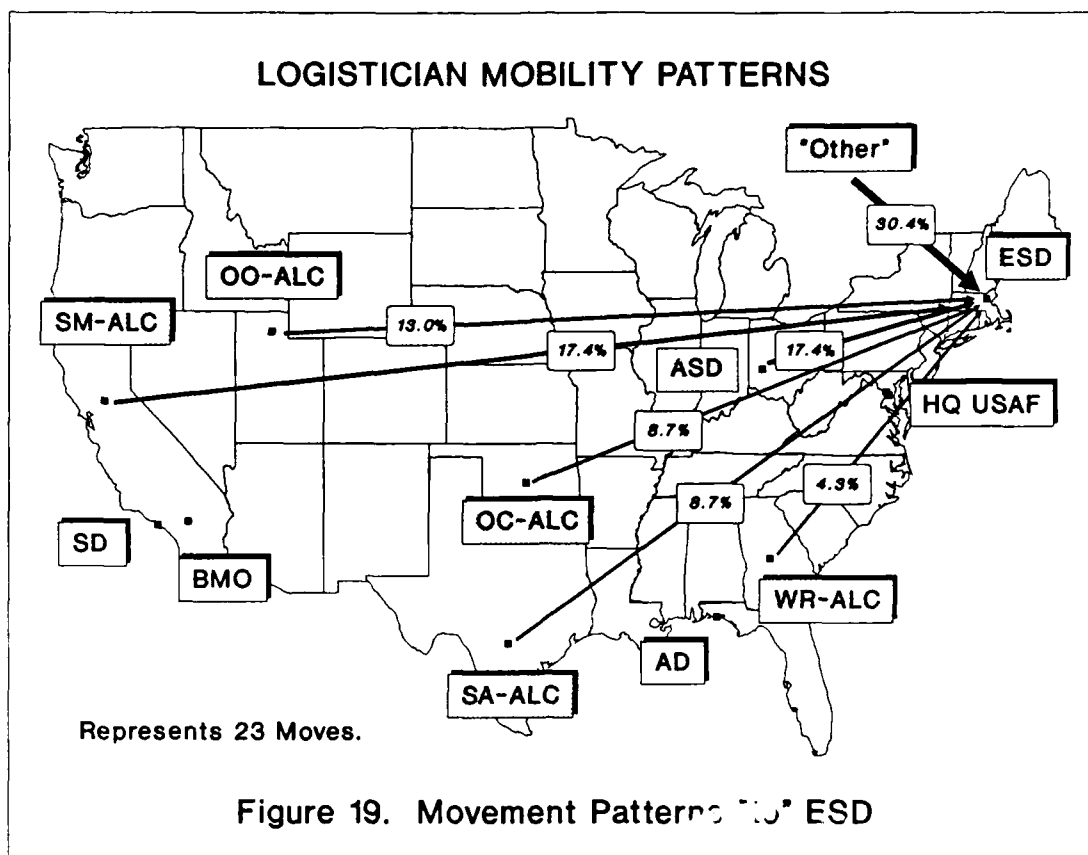


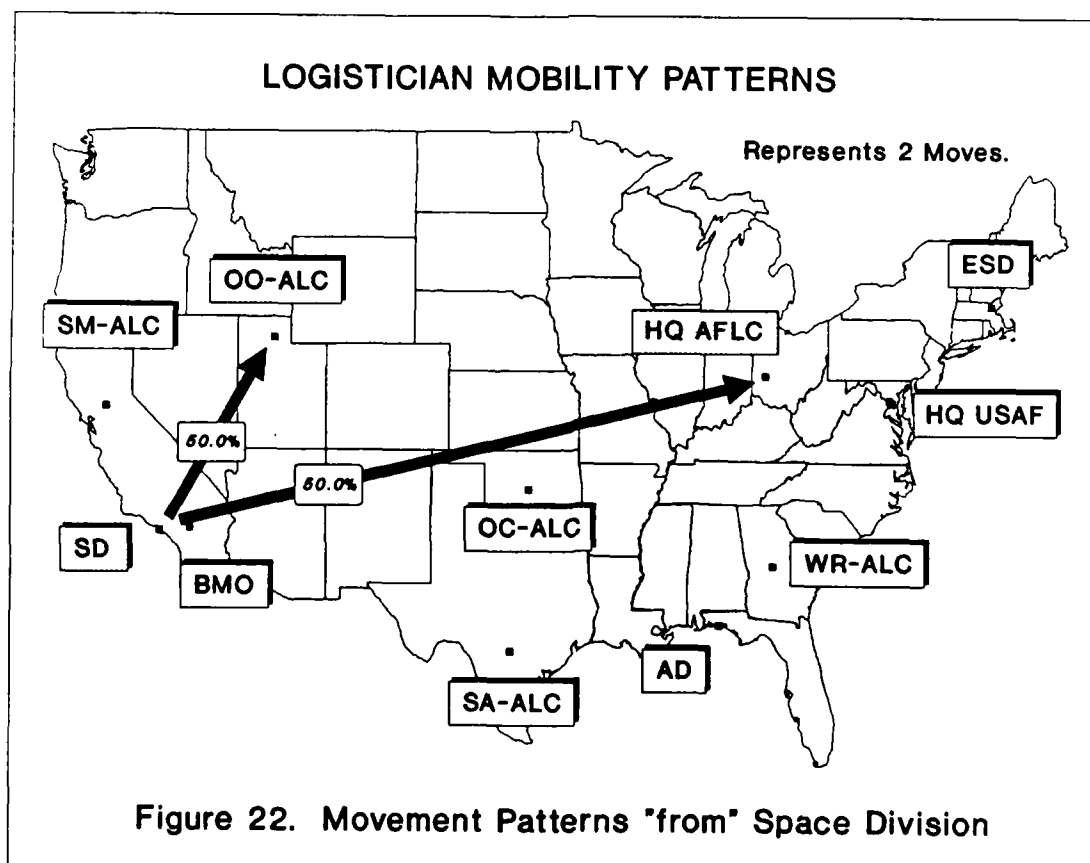
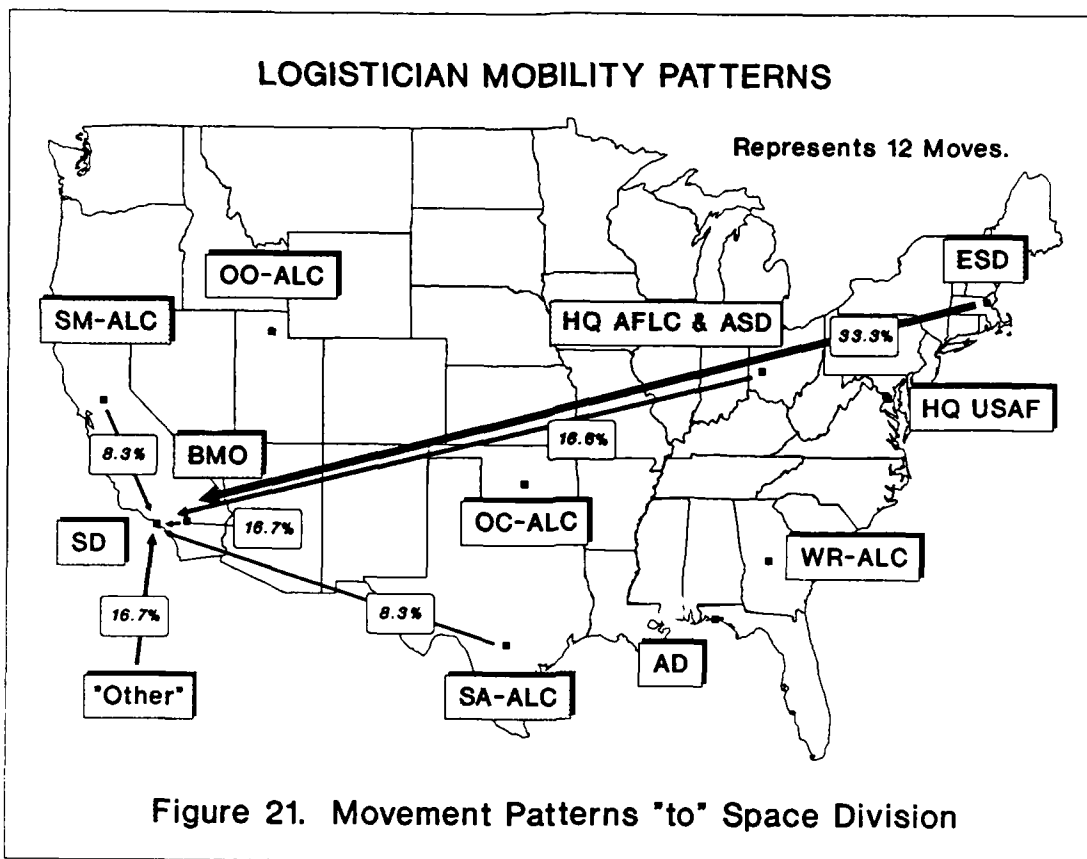












LOGISTICIAN MOBILITY PATTERNS

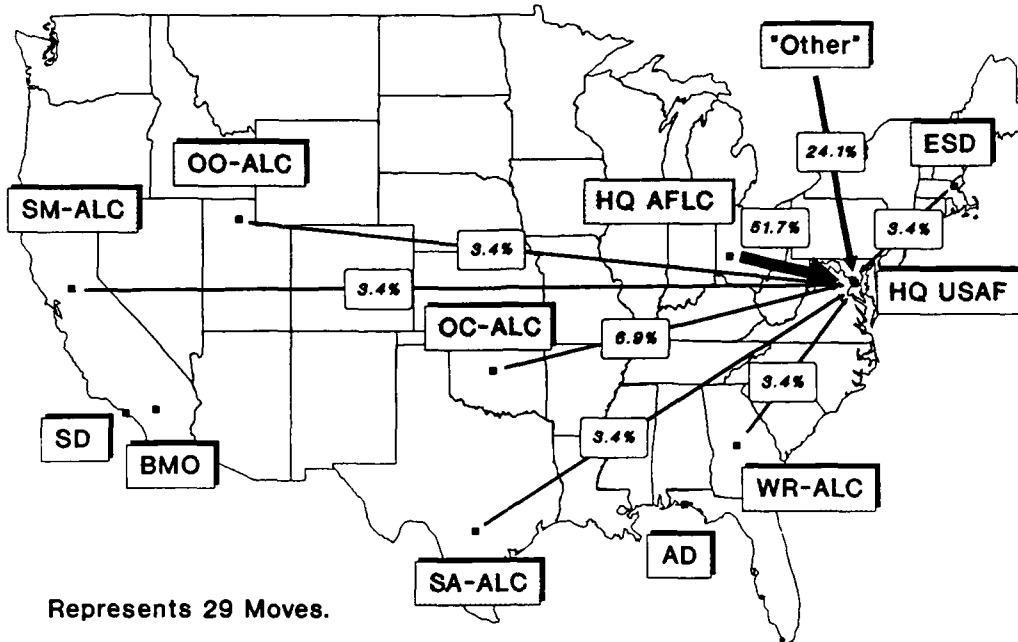


Figure 23. Movement Patterns "to" HQ USAF

LOGISTICIAN MOBILITY PATTERNS

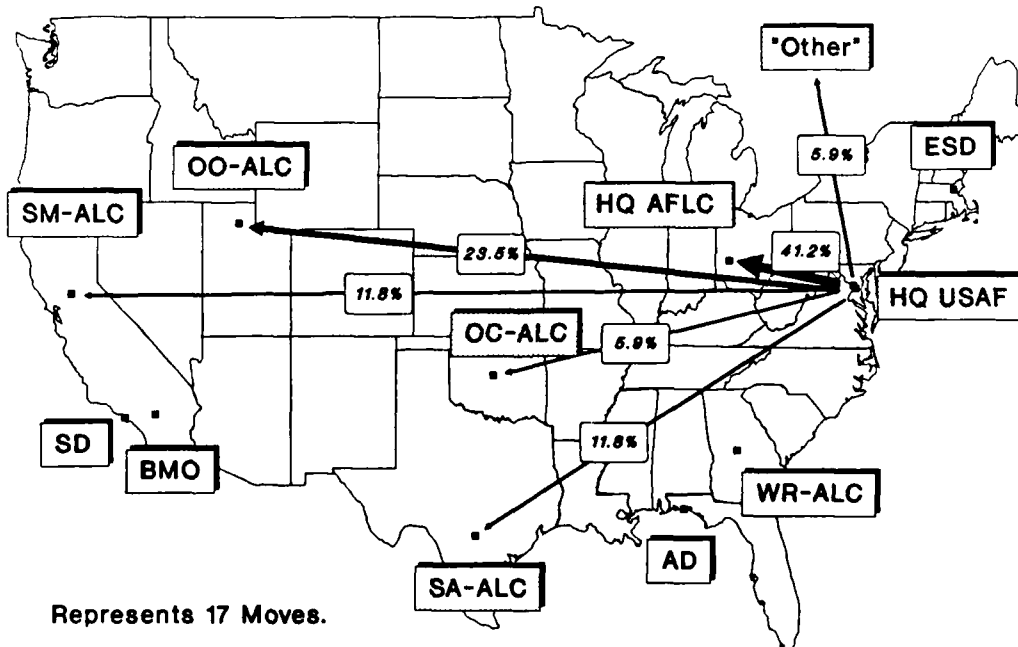
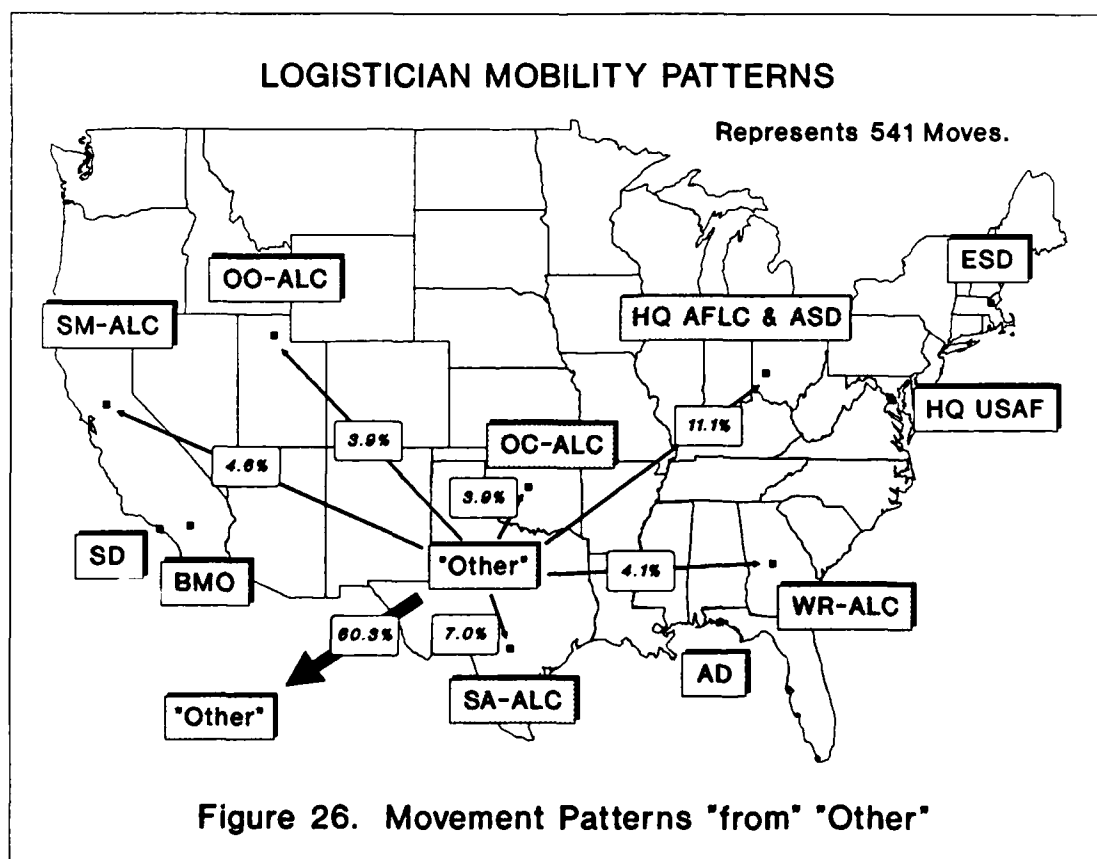
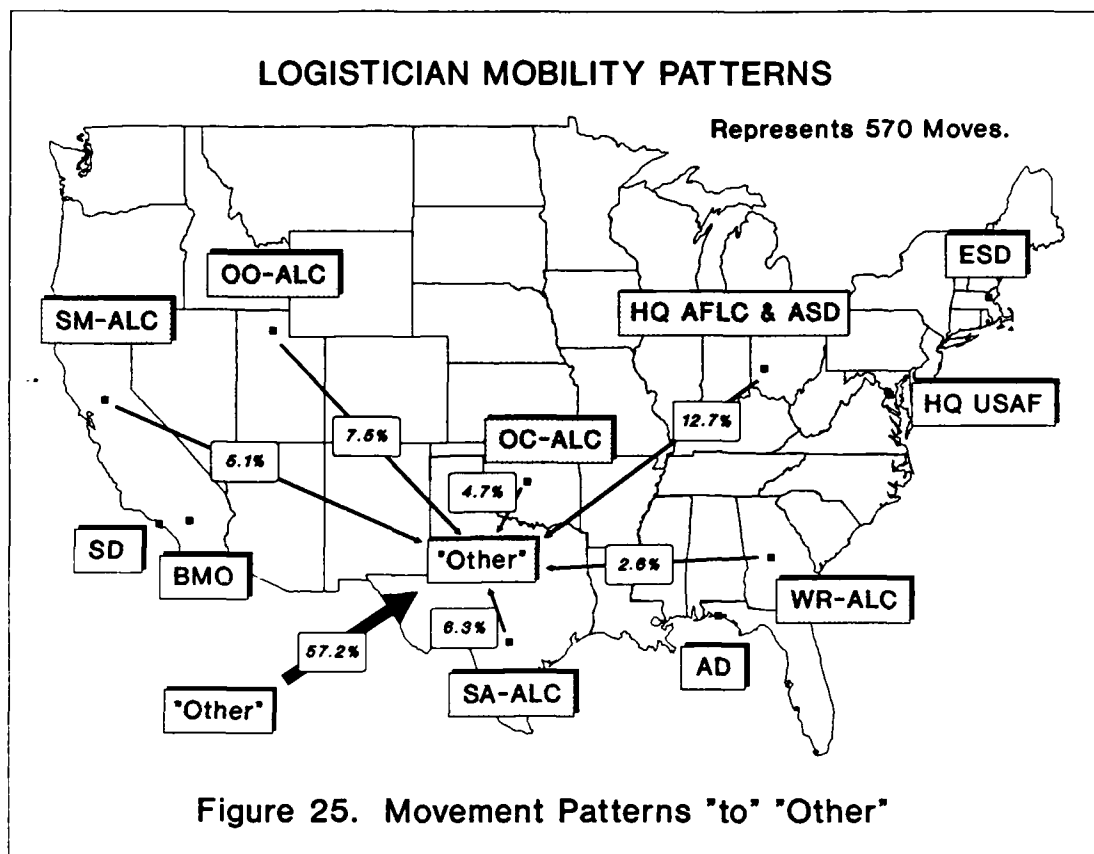


Figure 24. Movement Patterns "from" HQ USAF



The second largest supplier of individuals to HQ AFLC was SA-ALC. The percentage of individuals who moved to HQ AFLC from SA-ALC was 20.4 percent and 13.3 percent of the individuals who left HQ AFLC went to SA-ALC.

The second most dominant input locations to OC-ALC were SA-ALC and HQ AFLC. Each of these locations supplied 9.7 percent of the incoming OC-ALC employees. The second most dominant output location was OC-ALC to HQ AFLC. HQ AFLC gained 27 percent of the employees who left OC-ALC.

For OO-ALC, the second most dominant pipeline patterns were HQ AFLC and ASD (both located at Wright-Patterson AFB OH) to OO-ALC and OO-ALC to HQ AFLC and ASD. The percentage of individuals who moved to OO-ALC from HQ AFLC and ASD was 23.8 percent. Of those who left OO-ALC, 29.9 percent went to HQ AFLC and ASD.

Of the employees who moved to SA-ALC, 30.6 percent came from HQ AFLC and ASD at WPAFB. The second most dominant output pattern was SA-ALC to HQ AFLC and ASD. Of the logisticians who moved from SA-ALC, 41.2 percent went to WPAFB (HQ AFLC and ASD).

For SM-ALC the second most dominant pipeline patterns were HQ AFLC and ASD to SM-ALC, OC-ALC to SM-ALC, and SM-ALC to HQ AFLC and ASD. Both HQ AFLC and ASD, and OC-ALC provided 17 percent of the individuals who moved to SM-ALC. Of the logisticians who departed from SM-ALC, 29.6 percent moved to HQ AFLC and ASD.

Of the logisticians who moved to WR-ALC, 20 percent came from HQ AFLC and ASD. Unlike the majority of the output pipeline patterns, "Other" was not the dominant acquiring location for the logisticians who moved from WR-ALC. Of the employees who departed from WR-ALC, 39.5 percent went to "Other" while 47.4 percent went to HQ AFLC and ASD.

Both OC-ALC and HQ AFLC and ASD provided 21.1 percent of the logisticians who moved to AD. Three locations tied for the second most dominant output location. These were OC-ALC, WR-ALC, and HQ AFLC and ASD. Each of these locations gained 16.7 percent of the employees which moved from AD.

SA-ALC was the second most dominant input location to ASD. Of the employees who moved to ASD, 18.5 percent came from SA-ALC; 19 percent of the employees who moved from ASD went to ESD.

The input pipeline to BMO was not dominated by "Other." While "Other" provided 27.3 percent of the logisticians who moved to BMO, HQ AFLC and ASD provided 36.4 percent. There were just three identifiable locations to which the logisticians at BMO moved to. These locations tied for second most dominant output location with each gaining 16.7 percent of the employees who moved from BMO. These locations were SM-ALC, SD, and SA-ALC.

SM-ALC and ASD tied for the second most dominant input location to ESD. Each provided 17.4 percent of the logisticians who moved to ESD. The second most dominant output location was SD which gained 18.2 percent of the logisticians who left ESD.

"Other" was not a dominant input to SD. The dominant input location was ESD which provided 33.3 percent of the employees who moved to SD. "Other" and HQ AFLC were tied for dominant output location with each gaining 50 percent of the employees who moved from SD.

HQ AFLC was by far the dominant input location to HQ USAF. Of the logisticians who moved to HQ USAF, 51.7 percent came from HQ AFLC. Likewise, HQ AFLC gained 41.2 percent of the logisticians who moved from HQ USAF.

The dominant input location to "Other" was "Other." Of the logisticians who moved to "Other," 57.2 percent came from "Other." Likewise, "Other" was the dominant gaining location with 60.3 percent of the logisticians who moved from "Other going to "Other."

Research Question 7. What were the most frequently identified combinations of starting and ending locations?

A large percentage of the 1,071 moves included "Other" as either a starting and/or ending location. Since these locations were not coded on the survey data collection form, they could not be computer analyzed and therefore were not included.

There were seven identifiable dominant pipeline patterns. They were: SA-ALC to HQ AFLC with 32 moves, OO-ALC to HQ AFLC with 19 moves, OC-ALC to HQ AFLC and HQ AFLC to SA-ALC with 17 moves each, HQ AFLC to HQ USAF with 15 moves, SM-ALC to HQ AFLC with 14 moves, and WR-ALC to HQ AFLC with 13 moves. These dominant departing and ending patterns are displayed in Figure 27.

Research Question 8. What percentage of people are willing to move for a lateral reassignment?

A total of 1563 individuals provided a response to this question. Of these individuals, 47.8 percent indicated they would move for a lateral reassignment. The percentages for this data by demographic categories are presented in column 1 of Tables 39-44. A comparison of the lowest and highest percentages within each demographic characteristic is presented in Table 45.

Research Question 9. What are the geographic locations most frequently identified as acceptable for a move involving a lateral reassignment?

The respondents were provided a list from which to choose to which locations, if any, they would accept a lateral reassignment. The list contained 12 specific locations, an "Other" category, and "None."

The objective of this research question was to estimate the mobility intentions of the respondents in regard to lateral reassignments. To ensure that true

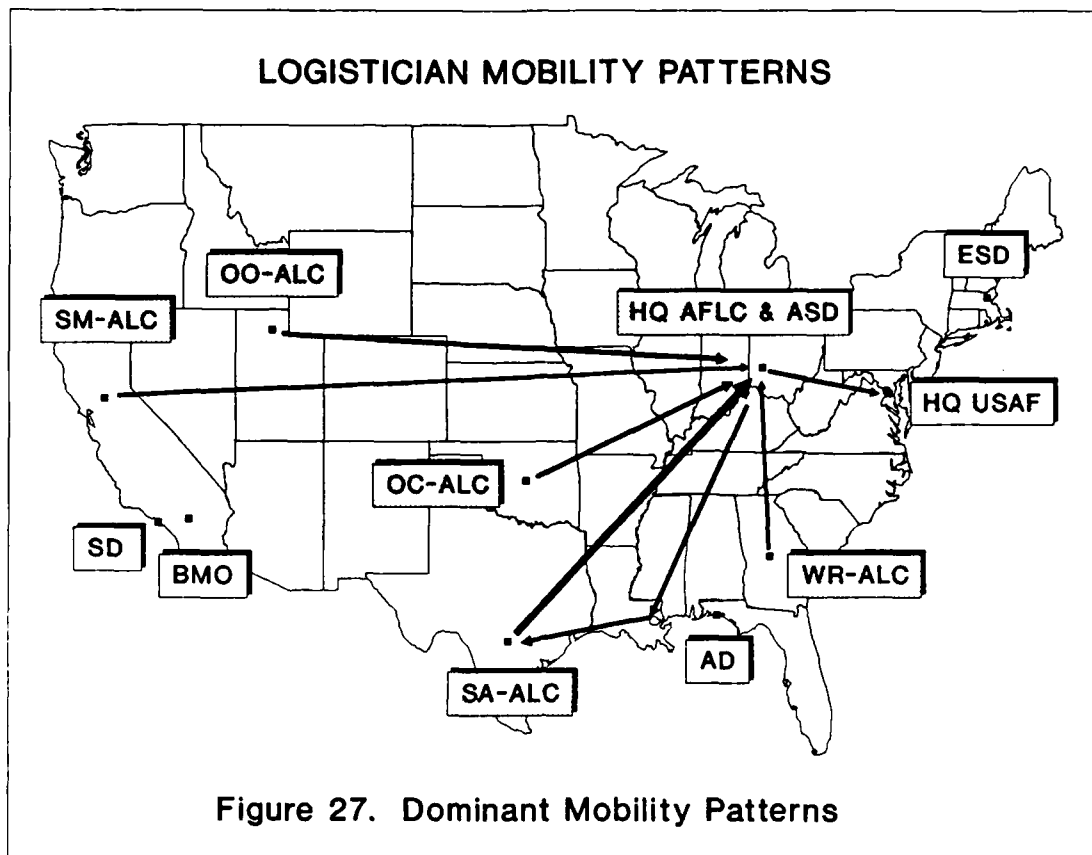


TABLE 39

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY CURRENT LOCATION

	<u>PERCENTAGE</u>		
	RESEARCH QUESTION 8 SURVEY QUESTIONS 33-38 LATERAL	RESEARCH QUESTION 10 SURVEY QUESTIONS 40-45 SINGLE GRADE	RESEARCH QUESTION 12 SURVEY QUESTIONS 47-52 1 GRADE/POTENTIAL 2
Overall Sample	1563	1576	1577
Current Location	46.74	67.44	75.44
HQ AFLC/WPAFB OH	77.55	85.71	81.63
OC-ALC/TAFB OK	31.00	50.50	61.50
OO-ALC/HAFB UT	36.82	57.73	73.18
SA-ALC/KAFB TX	36.79	61.32	73.58
SM-ALC/MAFB CA	33.56	54.11	64.38
WR-ALC/RAFB GA	38.10	64.88	73.81
AD/EAFB FL	36.84	68.42	73.68
ASD/WPAFB OH	76.47	94.12	94.12
BMO/NAFB CA	50.00	100.00	100.00
ESD/HAFB MA	50.00	78.57	85.71
SD/LAAFS CA	50.00	92.85	78.57
HQ USAF Pentagon	72.22	88.89	88.89
Other	60.74	81.09	85.10

TABLE 40

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY YEARS FEDERAL SERVICE

	<u>LATERAL</u>	<u>PERCENTAGE</u>	<u>1 GRADE WITH POTENTIAL 2</u>
Overall Sample	1563	1576	1577
Federal Service	46.90	67.66	75.51
Under 5 years	61.54	88.46	96.15
5 - 9 years	57.81	76.56	82.81
10 - 14 years	53.24	75.54	79.14
15 - 19 years	54.33	77.40	83.17
20 - 24 years	51.69	71.38	78.77
25 - 29 years	43.36	63.72	74.63
30 - 34 years	40.75	58.31	67.40
Over 35 years	35.00	60.63	67.50

TABLE 41
ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY YEARS PRIOR MILITARY SERVICE

	<u>PERCENTAGE</u>		
Overall Sample	1563	1576	1577
Military Service	46.86	67.66	75.52
None	42.63	64.75	72.30
Less than 5 years	46.49	66.52	75.00
5 - 9 years	46.94	66.33	78.57
10 - 14 years	66.07	82.14	87.50
15 - 19 years	42.86	78.57	78.57
20 - 24 years	52.20	76.00	83.20
25 - 29 years	74.29	80.00	80.00
30 - 34 years	55.56	77.78	77.78
Over 35 years	0	0	0

TABLE 42

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY LOGISTICS CAREER GROUP AND AGE

	<u>LATERAL</u>	<u>PERCENTAGE</u>	<u>1 GRADE WITH POTENTIAL 2</u>
Overall Sample	1563	1576	1577
Career Group	46.98	67.77	75.65
Transportation	53.85	74.04	78.85
Supply & Dist	46.07	63.35	67.02
Maint & Prod Mgt	44.49	69.49	80.93
Logistics Mgt	45.27	64.20	74.13
Program Mgt	47.34	72.78	78.11
Acquisition Mgt	53.85	76.92	80.00
Other	48.62	67.89	76.15
Age	46.99	67.48	75.68
Under 35 years	55.17	68.97	75.86
36 - 45 years	52.23	73.89	81.53
46 - 55 years	46.89	65.91	74.52
Over 55 years	32.31	57.95	66.15

TABLE 43

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	<u>PERCENTAGE</u>		
	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>
Overall Sample	1563	1576	1577
Current Grade	43.91	67.65	75.43
GS/GM-12	44.06	64.18	75.28
GS/GM-13	46.84	70.09	78.29
GS/GM-14	50.58	69.50	72.97
GS/GM-15	55.43	70.62	65.22
Gender	46.85	67.60	75.49
Male	47.74	68.67	76.42
Female	40.80	60.20	69.15
Housing Status	46.76	67.39	75.53
Rent	68.18	84.09	82.23
Own	45.44	66.36	74.93

TABLE 44

ACCEPTANCE OF LATERAL REASSIGNMENT,
SINGLE GRADE PROMOTION,
OR SINGLE GRADE WITH POTENTIAL FOR TWO-GRADE PROMOTION
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

		<u>PERCENTAGE</u>	
	<u>LATERAL</u>	<u>1 GRADE</u>	<u>1 GRADE WITH POTENTIAL 2</u>
Overall Sample	1563	1576	1577
Marital Status	46.94	67.57	75.83
Not Married	49.72	69.49	73.45
Married	46.60	67.31	76.14
Spouse Employed	46.99	67.44	75.65
N/A	48.91	68.48	72.83
No	45.64	66.80	75.52
Yes	47.34	67.57	76.33
Will Spouse Move	46.83	67.31	75.45
N/A	47.19	67.24	73.35
No	30.63	44.05	56.20
Yes	55.83	80.58	87.63

TABLE 45

PERCENTAGE OF LOGISTICIANS WILLING TO MOVE
FOR A LATERAL REASSIGNMENT

<u>DEMOGRAPHIC CHARACTERISTIC</u>	<u>LOWEST PERCENTAGE</u>	<u>HIGHEST PERCENTAGE</u>
Current Location Years of Federal Service	OC-ALC - 31.00 35 or > years - 35.00	HQ AFLC - 77.55 > 5 years - 61.54
Years Prior Military Service	None - 42.63 15 - 19 years - 42.86	25 - 29 years - 74.29
Current Grade	GS/GM-12 - 44.06	GS/GM-15 - 55.43
Career Group	Maint & Prod - 44.49 Log Mgt - 45.27	Transp - 53.85 Acq Mgt - 53.85
Gender	Female - 40.80	Male - 47.74
Housing Status	Own - 45.44	Rent - 68.18
Age	> 55 years - 32.31	< 35 years - 55.17
Marital Status	Married - 46.60	Not Married - 49.72
Spouse Employed	No - 45.64	*Yes - 47.34
Will Spouse Move	No - 30.63	Yes - 55.83

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 8

mobility intent was being measured, it was necessary to exclude those responses which indicated the current location as a possible reassignment site. The researcher accomplished this by writing a routine which would exclude those response which were identical to the current location. Table 48 contains the data used for this research question.

Of the 12 specific locations, the following 4 were most frequently identified as the most acceptable (first choice) for a lateral reassignment: AD/Eglin AFB FL, SM-ALC/McClellan AFB CA, SA-ALC/Kelly AFB TX, and HQ AFLC/Wright-Patterson AFB OH. AD registered the highest number of respondents (108), selecting it as the most favorable location for a lateral. SM-ALC followed with 86, then SA-ALC with 68, and HQ AFLC with 60. Although "Other" registered high with 68, the researcher did not include it since it was not indicative of one location but a conglomerate of many.

As the second most acceptable location for a lateral, AD, SM-ALC, and SA-ALC again dominated the selections with 79, 78, and 68. The fourth highest was ASD with 62.

As the third most acceptable location for a lateral, SM-ALC with 61, selections was the first choice. AD and WR-ALC tied for the second most acceptable with 54 each. HQ AFLC and SA-ALC tied for third with 46 each. The "Other" selection was high with 60, but was not counted.

TABLE 46

PERCENTAGE OF LOGISTICIANS WILLING TO MOVE
FOR A SINGLE GRADE PROMOTION

<u>DEMOGRAPHIC CHARACTERISTIC</u>	<u>LOWEST PERCENTAGE</u>	<u>HIGHEST PERCENTAGE</u>
Current Location	OC-ALC - 50.50	BMO - 100.00
Years of Federal Service	30 - 34 years - 58.31	> 5 years - 88.46
Years Prior Military Service	None - 64.75	10 - 14 years - 82.14
Current Grade	GS/GM-12 - 64.18	GS/GM-15 - 70.62 GS/GM-13 - 70.09
Career Group	Supply & Dist - 63.35 Log Mgt - 64.20	Acq Mgt - 76.92
Gender	Female - 60.20	Male - 68.67
Housing Status	Own - 66.36	Rent - 84.09
Age	< 55 years - 57.95	36 - 45 years - 73.89
Marital Status	Married - 67.31	Not Married - 69.49
Spouse Employed	No - 66.80	*Yes - 67.57
Will Spouse Move	No - 44.05	Yes - 80.58

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 10

TABLE 47

PERCENTAGE OF LOGISTICIAN WILLING TO MOVE
FOR A SINGLE GRADE WITH POTENTIAL FOR A TWO-GRADE PROMOTION

<u>DEMOGRAPHIC CHARACTERISTIC</u>	<u>LOWEST PERCENTAGE</u>	<u>HIGHEST PERCENTAGE</u>
Current Location	OC-ALC - 61.50	BMO - 100.00
Years of Federal Service	30 - 34 years - 67.40 35 or < years - 67.50	> 5 years - 96.15
Years Prior Military Service	None - 72.30	10 - 14 years - 87.50
Current Grade	GS/GM-15 - 65.22	GS/GM-13 - 78.29
Career Group	Supply & Dist - 67.02	Maint & Prod - 80.93 Acq Mgt - 80.00
Gender	Female - 69.15	Male - 76.42
Housing Status	Own - 74.93	Rent - 85.23
Age	< 55 years - 66.15	36 - 45 years - 81.53
Marital Status	Not Married - 73.45	Married - 76.14
Spouse Employed	*No - 75.52	Yes - 76.33
Will Spouse Move	No - 56.20	Yes - 87.63

* "Not Applicable" had a lower percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 12

TABLE 48

GEOGRAPHIC LOCATIONS MOST ACCEPTABLE
FOR A LATERAL REASSIGNMENT

	<u>CHOICE</u>			<u>PERCENT OF</u>			<u>PERCENT SELECTED 1, 2, OR 3</u>
	<u>FIRST</u>	<u>SECOND</u>	<u>THIRD</u>	<u>TOTAL</u>	<u>FIRST</u>	<u>SECOND</u>	<u>THIRD</u>
Lateral Reassignment To:	587	615	522	1724			
HQ AFLC/WPAFB OH	60	47	46	153	10.22	7.64	8.81
OC-ALC/TAFB OK	36	45	25	106	6.13	7.32	4.79
OO-ALC/HAFB UT	36	31	34	101	6.13	5.04	6.51
SA-ALC/KAFB TX	68	68	46	182	11.58	11.06	8.81
SM-ALC/MAFB CA	86	78	61	225	14.65	12.68	11.69
WR-AL/RAFB GA	34	57	54	145	5.79	9.27	10.34
AD/EAFF FL	108	79	54	241	18.40	12.85	10.34
ASD/WPAFB OH	33	62	35	130	5.62	10.08	6.70
BMO/NAFB CA	19	33	37	89	3.24	5.37	7.09
ESD/HAFB MA	8	6	11	25	1.36	0.98	2.11
SD/LAAFS CA	9	22	19	50	1.53	3.58	3.64
HQ USAF Pentagon	22	26	40	88	3.75	4.23	7.66
Other	68	61	60	189	11.58	9.92	11.49

Survey Questions: 3-5

Research Question: 9

Overall, the most acceptable location for a lateral was AD which was selected a total of 241 times. SM-ALC followed by being selected 225 times, SA-ALC was selected 172 times, and HQ AFLC was fourth with 106.

Research Question 10. What percentage of the people are willing to move for a single grade promotion?

A total of 1576 individuals provided at least one response to survey questions 6 - 8. Of these individuals, 68.3 percent indicated they would move for a single grade promotion. Percentages for this data are displayed by demographic characteristics in column 2 of Tables 39-44. A comparison of the lowest and highest percentages within each demographic characteristic is displayed in Table 46.

Research Question 11. What are the geographic locations most frequently identified as acceptable for a move involving a single-grade promotion?

Again the respondents were provided a list from which to chose which locations, if any, they would accept a move involving a single grade promotion. The list contained the same 12 specific locations, an "Other" category, and "None."

The researcher's objective was to estimate the true mobility intentions of the respondents for a move involving a single grade promotion. Therefore, only those responses which indicated a location other than their current location were included. The researcher accomplished this by writing a routine which would exclude those responses which were

identical to the current location. The data used to answer this research question is located in Table 49.

Of the 12 specific locations, the following 4 were most frequently identified as the most acceptable (first choice) for a move involving a single grade promotion: AD/Eglin AFB FL, SM-ALC/McClellan AFB CA, HQ AFLC/Wright-Patterson AFB OH, and SA-ALC/Kelly AFB TX. AD registered the highest number of respondents (153) selecting it as the most favorable location for a move involving a single grade promotion. SM-ALC followed with 121, then HQ AFLC with 97, and SA-ALC with 93.

As the second most acceptable location for a move involving a single grade promotion, the top 4 choices were SM-ALC with 134, SA-ALC with 123, AD with 112, and HQ AFLC with 93.

The third most acceptable location identified for a move involving a single grade promotion, were dominated by SM-ALC with 102, AD with 84, SA-ALC with 77, and HQ AFLC with 71.

Overall, the most acceptable location for a move involving a single grade promotion was SM-ALC, which was selected a total of 357 times. AD followed SM-ALC with 349, then SA-ALC with 293, and HQ AFLC was the fourth most acceptable location with 261.

TABLE 49

GEOGRAPHIC LOCATIONS MOST ACCEPTABLE
FOR A SINGLE GRADE PROMOTION

	<u>CHOICE</u>			<u>PERCENT OF</u>			<u>PERCENT SELECTED 1, 2, OR 3</u>
	<u>FIRST</u>	<u>SECOND</u>	<u>THIRD</u>	<u>TOTAL</u>	<u>FIRST</u>	<u>SECOND</u>	<u>THIRD</u>
Single Grade Promotion To:	827	929	820	2576			
HQ AFLC/WPAFB OH	97	93	71	261	11.73	10.01	8.66
OC-ALC/TAFB OK	49	57	51	157	5.93	6.14	6.22
OO-ALC/HAFB UT	51	45	57	153	6.17	4.84	6.95
SA-ALC/KAFB TX	93	123	77	293	11.25	13.24	9.39
SM-ALC/MAFB CA	121	134	102	357	14.63	14.42	12.44
WR-AL/RAFB GA	37	80	70	187	4.47	8.61	8.54
AD/EAFB FL	153	112	84	349	18.50	12.06	10.24
ASD/WPAFB OH	45	67	68	180	5.44	7.21	8.29
BMO/NAFB CA	26	51	56	133	3.14	5.49	6.83
ESD/HAFB MA	13	17	23	53	1.57	1.83	2.80
SD/LAAFS CA	15	32	31	78	1.81	3.44	3.78
HQ USAF Pentagon	48	43	63	154	5.80	4.63	7.68
Other	79	75	67	221	9.55	8.07	8.17

Survey Questions: 6-8

Research Question: 11

Research Question 12. What percentage of people are willing to move for a single grade with potential for a two-grade promotion?

A total of 1577 individuals provided a valid response to survey questions 9 - 11. Of these individuals, 76.3 percent indicated they would move for a single grade promotion when the potential for a second promotion existed. The percentages for this data by demographic characteristics are presented in column 3 of Tables 39-44. Table 47 displays the lowest and highest percentage for each demographic characteristic.

Research Question 13. What are the geographic locations most frequently identified as acceptable for a move involving a single grade with potential for a two-grade promotion?

The answer for this question was obtained by tallying the number of times a location was identified as acceptable for a single grade with potential for a two-grade promotion.

Again, the respondents were provided the same list as mentioned in Research Questions 9 and 11. The researcher's objective was to estimate true mobility intentions of the respondents; therefore, only those responses which identified a location other than the current location were included. The data used to answer this research question is located in Table 50.

TABLE 50

GEOGRAPHIC LOCATIONS MOST ACCEPTABLE
FOR A SINGLE GRADE WITH POTENTIAL
FOR A TWO-GRADE PROMOTION

	CHOICE			PERCENT OF			PERCENT SELECTED 1, 2, OR 3
	FIRST	SECOND	THIRD	TOTAL	FIRST	SECOND	THIRD
Single Grade With Potential For a Two-Grade Promotion To:	998	1080	979	3057			
HQ AFLC/WPAFB OH	136	136	95	367	13.63	12.59	9.70
OC-ALC/TAFB OK	50	57	53	160	5.01	5.28	5.41
OO-ALC/HAFB UT	43	62	67	172	4.31	5.74	6.84
SA-ALC/KAFB TX	95	115	86	296	9.52	10.65	8.78
SM-ALC/MAFB CA	120	117	92	329	12.02	10.83	9.40
WR-AL/RAFB GA	47	89	75	211	4.71	8.24	7.66
AD/EAFB FL	138	105	77	320	13.83	9.72	7.87
ASD/WPAFB OH	39	92	104	235	3.91	8.52	10.62
BMO/NAFB CA	42	80	49	171	4.21	7.41	5.01
ESD/HAFB MA	27	51	41	119	2.71	4.72	4.19
SD/LAAFS CA	27	51	63	141	2.71	4.72	6.44
HQ USAF Pentagon	182	74	125	381	18.24	6.85	12.77
Other	52	51	52	155	5.21	4.72	5.31

Survey Questions: 9-11
Research Question: 13

The four locations most frequently identified as most acceptable (first choice) for a move involving a single grade with potential for a two grade promotion were: HQ USAF/Pentagon DC, AD/Eglin AFB FL, HQ AFLC/Wright-Patterson AFB OH, and SM-ALC/McClellan AFB CA. HQ USAF was the most popular location with 182 people selecting it as acceptable. AD followed with 138 people selecting it as most acceptable. HQ AFLC was third being selected 136 times, and SM-ALC followed with 120.

As the second most acceptable location for a move involving a single grade with potential for a two grade promotion, the top 4 choices were HQ AFLC with 136, SM-ALC with 117, SA-ALC with 115, and AD with 105.

The third most acceptable locations identified for a move involving a single grade with potential for a two grade promotion were: HQ USAF with 125, ASD with 104, HQ AFLC with 95, and SM-ALC with 92 people selecting them.

Overall, the most acceptable location for a single grade with potential for a two grade promotion was HQ AFLC, which was selected a total of 367 times. SM-ALC followed HQ AFLC with 329, followed by HQ USAF with 307, and AD with 243 people selecting them.

Research Question 14. What are the geographic locations most frequently identified as unacceptable for any move?

Survey questions 12 - 14 asked the respondents to select from the list mentioned in Research Questions 9, 11, and 13 which locations were unacceptable for any move. The number of times a location was selected as either a first, second, or third choice was tallied. Table 51 displays the locations and the number of times they were selected.

The four locations most frequently identified as the most unacceptable (first choice) for any move were: HQ USAF/Pentagon DC, SD/Los Angeles AFS CA, ESD/Hanscom AFB MA, and HQ AFLC/Wright-Patterson AFB OH. HQ USAF was the dominant unpopular location with 467 people selecting it as unacceptable. This means that HQ USAF was selected as unacceptable by 38 percent of the respondents. SD followed with 174 people selecting it as most unacceptable. ESD was third with 147 and HQ AFLC followed with 116.

As the second most unacceptable location for any move, the top 4 choices were ESD with 241, SD with 206, ASD with 120, and HQ AFLC with 110.

The third most unacceptable locations identified were: ESD with 175, ASD with 134, SD with 131, and BMO with 124.

Overall, the most unacceptable location for any move was HQ USAF, which was selected a total of 685 times. ESD followed with 563, followed by SD with 511 and HQ AFLC with 318.

TABLE 51

GEOGRAPHIC LOCATIONS LEAST ACCEPTABLE
FOR ANY MOVE

	CHOICE			PERCENT OF			PERCENT SELECTED 1, 2, OR 3
	FIRST	SECOND	THIRD	TOTAL	FIRST	SECOND	THIRD
Any Move To:	1228	1213	1164	3605			
HQ AFLC/WPAFB OH	116	110	92	318	9.45	9.07	7.90
OC-ALC/TAFB OK	64	82	84	230	5.21	6.76	7.22
OO-ALC/HAFB UT	57	74	87	218	4.64	6.10	7.47
SA-ALC/KAFB TX	23	38	46	107	1.87	3.13	3.95
SM-ALC/MAFB CA	17	31	43	91	1.38	2.56	3.69
WR-AL/RAFB GA	63	64	78	205	5.13	5.28	6.70
AD/EAFB FL	14	30	23	67	1.14	2.47	1.98
ASD/WPAFB OH	23	120	134	277	1.87	9.89	11.51
BMO/NAFB CA	28	83	124	235	2.28	6.84	10.65
ESD/HAFB MA	147	241	175	563	11.97	19.87	15.03
SD/LAAFS CA	174	206	131	511	14.17	16.98	11.25
HQ USAF Pentagon	467	103	115	685	38.03	8.49	9.88
Other	35	31	32	98	2.85	2.56	2.75

Survey Questions: 12-14

Research Question: 14

Research Question 15. Are people who have previously moved more likely to move again?

In order to determine if those individuals who had moved in the past were more likely to move in the future, the researcher used the data sorting subroutines written for Research Questions 9, 11, and 13. These subroutines selected those responses from individuals who had identified a location other than their own for a move of any kind. The researcher then added a subroutine which provided past mobility history (whether the individuals had moved or not) in grades GS/GM-11 through GM-15. Using the information from Research Question 2, the mobile respondents were then divided by the number of past geographic moves they had made (1 - 4 or more). For each type of move (lateral reassignment, single grade promotion, and single grade with potential for a two grade promotion) the respondents were categorized by the number of past moves. This tabulation is presented in Table 52.

When a crosstabulation was conducted using these subroutines, matrices were formed in which the horizontal axis indicated the number of past moves an individual had made and the vertical axis indicated individual willingness to move for a lateral, single grade promotion, and/or a single grade with potential for a two grade promotion.

TABLE 52

WILLINGNESS TO MOVE
BASED ON PREVIOUS MOVES

	SURVEY QUESTIONS			PERCENTAGES		
	3-5	6-8	9-11	LATERAL	SINGLE GRADE	SINGLE GRADE WITH POTENTIAL FOR 2
	LATERAL	SINGLE GRADE	SINGLE GRADE WITH POTENTIAL FOR 2			
Previous Moves	747	1077	1203			
None	389	607	723	38.33	59.80	71.23
1	158	211	215	60.54	80.84	82.38
2	27	38	42	51.92	73.06	80.77
3	74	93	92	66.07	83.04	82.14
4 or More	99	128	131	64.29	83.12	85.06
Research Question:	15					

To be included, the respondents had to provide a response to both of the questions being crosstabulated. For this reason only 1563 of the total 1594 were counted in the crosstabulation of mobility history and acceptance of a lateral reassignment. Only 1576 of the 1594 were counted for mobility history and acceptance of a single grade promotion, and only 1577 for mobility history and for acceptance of a single grade with potential for a two grade promotion.

Of the 1563 individuals in the crosstabulation of past mobility and acceptance of a lateral, 358 individuals who had previously moved indicated they would accept a lateral reassignment and 389 of the individuals with no past moves indicated a willingness to move for a lateral reassignment. These figures indicated that 61.83 percent of individuals who had moved in the past were willing to move for a lateral and that 38.33 percent of those who had never moved previously would consider moving for a lateral reassignment.

Of the 1576 individuals, 470 (81.17 percent) of those who had made geographic moves in the past indicated they would accept a move involving a single grade promotion; while 607 (59.8 percent) respondents with no past moves indicated they would accept a move for a single grade promotion.

When comparing mobility history with willingness to accept a single grade with potential for a two grade promotion, 480 respondents with past moves indicated they would accept his move versus 723 of those with no moves. This indicates that 82.9 percent of those who had made past moves are willing to accept a single grade with potential for a two grade promotion, and that 71.23 percent of those with no previous moves would accept this type of move.

Research Objective 3

Identify the factors which influence individual mobility decisions.

The following questions were used to answer this research objective.

Research Question 16. What are the factors most frequently identified as the major reasons why people have actually moved?

The list of factors identified on page 17 was provided to the respondents. They were asked to choose the factors which most influenced their decision to move. Survey questions 44 - 46 asked for the most important, second most important, and third most important factor, respectively. Table 53, column 1 provides a tally of the number of respondents who chose each factor as a first choice. Table 54, column 1 provides a total of the number of times each factor was selected as first, second, and third choice. The researcher chose to look at the factors initially as first

TABLE 53

SELECTION OF THE FACTORS OF MOBILITY
"FIRST CHOICE" ONLY

	<u>SURVEY QUESTIONS</u>		
	<u>#44 HAVE MOVED</u>	<u>#47 DID NOT APPLY</u>	<u>#50 TO MOVE</u>
	<u>#53 WILL NOT MOVE</u>		
Overall Sample	1468	1541	1562
None	735	173	55
Personal	24	77	46
Family	125	648	305
Social	4	21	5
Locale	62	203	181
Economic/Financial	36	303	212
Job Relationships	9	7	11
Job Opportunities	337	52	470
Job Compensation	62	15	192
Job Situation	34	28	75
Other	40	14	10
Missing	126	53	32

TABLE 54

SELECTION OF THE FACTORS OF MOBILITY
CONGLOMERATE OF FIRST, SECOND, AND THIRD CHOICES

	SURVEY QUESTIONS			
	#44-46 HAVE MOVED	#47-49 DID NOT APPLY	#50-52 TO MOVE	#53-55 WILL NOT MOVE
Overall Sample	4396	4619	4681	4675
None	2248	611	205	263
Personal	98	269	176	308
Family	244	1029	599	1055
Social	45	260	80	221
Locale	274	868	740	954
Economic/Financial	228	943	736	993
Job Relationships	77	75	88	91
Job Opportunities	523	224	915	371
Job Compensation	264	96	611	200
Job Situation	317	213	512	289
Other	78	31	19	30

choices and then as a conglomerate of first, second, and third choices for a number of reasons. The first choice represents the factor the respondent feels most strongly about. The second and third choices, because of their nature, have less impact on the respondent and therefore may be interchangeable. The weight of the second and third choice is probably less than that accorded the first choice. Therefore, the researcher believes that it is much more representative to show the factors as first choices and then as a conglomerate of all choices.

Out of 1594 total respondents, 1468 provided a first choice response indicating the factor that most influenced their decision to move. The most popular first choice response was "None." The researcher questions the validity of this response since only 579 individuals indicated they had previously moved. What appears to have occurred was that some individuals with no past moves, used "None" to indicate "not applicable."

The most popular legitimate response was "Job Opportunities" with 337 of the respondents selecting this factor. This factor included such elements as job challenge, promotion potential, career development, training opportunities, and growth potential.

"Family" followed with 125 people selecting this factor as their first choice. This factor included spouse's health or career; parents' health or age; children's health,

age, or education; family commitments, turmoil of the move, and difficulty to start over. "Locale" and "Job Compensation" tied for the third most popular first choice. "Locale" included climate/weather, area of the country, distance to family, and retirement location. "Job Compensation" included salary, performance and special achievement awards, personal recognition, and better retirement pay.

When looked at as a conglomerate of first, second, and third choices, 4396 responses were received. A most important factor was selected 1463 times, a second most important factor 1466 times, and a third most important factor 1462 times.

The most popular choice was again "Job Opportunities." The second and third most popular choices were "Job Situation" and "Locale" each selected 317 and 274 times, respectively. The least popular choice was the "Social" factor, which was selected only 45 times.

The respondents were then subdivided by the demographic characteristics and the number of times each factor was selected shown for each characteristic. Tables 55-64 contain these data.

Research Question 17. What are the factors most frequently identified as the major reasons why people would move in the future?

TABLE 55

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ AFELC/WPAFB OH											
Most important	0	1	10	0	0	3	0	59	12	4	1
2nd important	2	1	10	1	11	14	2	10	17	22	0
3rd important	6	6	8	2	11	11	6	8	11	20	0
OC-ALC/TAFB OK											
Most important	1	2	16	0	3	2	0	18	3	1	2
2nd important	1	3	2	5	8	5	3	7	8	5	1
3rd important	2	6	4	1	8	10	2	3	4	7	1
OO-ALC/HAFB UT											
Most important	0	2	15	1	1	4	2	26	1	3	4
2nd important	2	4	6	2	6	9	1	6	13	10	0
3rd important	6	2	2	3	14	8	2	6	6	8	1
SA-ALC/KAFB TX											
Most important	1	1	17	0	11	4	1	29	7	5	8
2nd important	2	1	6	3	8	11	3	18	19	9	4
3rd important	4	1	4	5	8	9	6	12	8	23	4
a - None	d - Social	g - Job Relationships									j - Job Situation
b - Personal	e - Locale	h - Job Opportunities									k - Other
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 55 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
SM-ALC/MAFB CA											
Most important	1	5	11	0	10	4	0	18	3	4	6
2nd important	1	2	10	1	15	8	0	6	4	9	6
3rd important	5	4	7	1	8	13	1	8	5	5	5
WR-ALC/RAFB GA											
Most important	1	2	16	1	6	6	1	17	4	0	6
2nd important	4	5	6	4	9	9	0	10	6	6	1
3rd important	5	4	3	3	9	13	0	8	7	7	1
AD/EAFB FL											
Most important	0	2	2	0	2	0	0	4	0	1	0
2nd important	1	1	2	0	2	2	0	0	0	3	0
3rd important	1	0	0	1	5	0	1	2	1	0	0
ASD/WPAFB OH											
Most important	0	0	0	0	1	0	1	15	3	1	1
2nd important	2	0	2	1	1	1	0	3	1	11	0
3rd important	3	0	3	1	1	2	6	1	4	1	0
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 55 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
BMO/NAFB CA											
Most important	0	1	1	0	0	0	1	5	1	0	0
2nd important	0	0	2	0	0	0	0	1	1	4	0
3rd important	0	1	0	0	5	1	0	0	1	0	0
ESD/HAFB MA											
Most important	0	1	3	0	2	1	0	4	0	1	0
2nd important	0	0	2	0	1	1	0	6	0	2	0
3rd important	0	3	1	0	2	0	0	0	2	4	0
SD/LAAFB CA											
Most important	0	0	4	0	3	0	0	4	1	1	0
2nd important	1	1	0	0	4	1	1	2	2	1	0
3rd important	0	0	0	0	2	3	0	1	1	5	1
a - None	d - Social										
b - Personal	e - Locale										
c - Family	f - Economic/Financial										
	g - Job Relationships										
	h - Job Opportunities										
	i - Job Compensation										
	j - Job Situation										
	k - Other										

TABLE 55 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ USAF PENT											
Most important	0	0	0	0	1	0	0	13	0	0	0
2nd important	0	0	0	0	1	4	2	0	3	4	0
3rd important	0	0	1	0	2	1	2	0	5	3	0
OTHER											
Most important	3	5	28	1	21	12	3	113	25	13	11
2nd important	2	6	17	3	39	28	9	39	37	52	4
3rd important	12	19	18	3	27	23	20	26	28	53	6
a - None	d - Social			g - Job Relationships			j - Job Situation				
b - Personal	e - Locale			h - Job Opportunities			k - Other				
c - Family	f - Economic/Financial			i - Job Compensation							

TABLE 56

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
Under 5 years											
Most important	0	0	1	0	1	1	0	10	2	1	0
2nd important	0	0	2	0	2	3	1	1	2	5	0
3rd important	0	0	1	0	4	0	0	2	4	5	0
5 - 9 years											
Most important	2	1	5	0	5	1	1	18	2	1	1
2nd important	1	1	2	0	5	8	2	7	7	4	0
3rd important	2	3	3	0	3	4	2	4	4	9	2
10 - 14 years											
Most important	0	4	13	0	10	1	0	28	5	4	1
2nd important	0	1	7	1	12	10	3	8	5	20	0
3rd important	0	4	2	3	12	12	2	11	9	12	0
15 - 19 years											
Most important	1	1	22	0	10	1	1	61	10	3	1
2nd important	3	3	13	3	21	16	1	11	17	23	1
3rd important	7	10	10	2	12	19	16	7	7	20	1
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 56 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
20 - 24 years											
Most important	1	4	33	1	10	14	1	63	7	9	6
2nd important	4	3	11	5	26	20	1	23	29	22	4
3rd important	13	7	15	3	20	17	7	11	23	29	3
25 - 29 years											
Most important	0	5	20	2	10	10	2	52	20	5	9
2nd important	4	8	9	5	17	14	6	24	21	25	3
3rd important	5	5	5	3	23	22	7	20	16	26	4
30 - 34 years											
Most important	2	6	24	1	12	6	2	70	8	5	13
2nd important	5	6	17	6	17	13	5	23	25	27	4
3rd important	14	13	7	5	19	19	10	14	13	27	5
Over 35 years											
Most important	1	3	27	0	3	2	2	35	6	5	9
2nd important	1	5	7	1	6	11	2	10	12	14	4
3rd important	4	5	8	4	13	4	3	7	8	13	4
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 57

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: HAVE MOVED
 BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
None											
Most important	1	5	45	3	23	5	2	102	24	10	9
2nd important	8	7	24	6	39	26	7	35	35	39	3
3rd important	10	13	13	7	26	33	17	24	23	49	3
Under 5 years											
Most important	4	11	56	0	18	19	4	146	23	12	25
2nd important	8	11	28	14	39	43	5	45	52	61	11
3rd important	19	17	24	13	52	42	17	26	39	58	10
5 - 9 years											
Most important	0	3	8	0	5	4	1	18	7	2	2
2nd important	0	2	4	0	8	8	1	9	9	9	0
3rd important	3	3	3	0	10	6	4	7	3	9	2
10 - 14 years											
Most important	0	2	5	0	2	5	1	13	3	3	1
2nd important	1	0	2	0	6	2	3	10	5	5	1
3rd important	1	5	2	0	4	4	2	5	4	6	2
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 57 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: HAVE MOVED
 BY YEARS PRIOR MILITARY SERVICE

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>	<u>f</u>	<u>g</u>	<u>h</u>	<u>i</u>	<u>j</u>	<u>k</u>
Military Service											
15 - 19 years											
Most important	0	0	1	0	0	0	0	1	1	1	0
2nd important	0	0	0	0	0	0	1	1	0	2	0
3rd important	0	0	0	0	0	0	1	1	2	1	0
20 - 24 years											
Most important	2	3	6	0	10	2	1	42	2	3	1
2nd important	1	6	6	0	10	9	3	6	11	21	0
3rd important	3	5	8	0	10	9	5	9	11	12	1
25 - 29 years											
Most important	0	0	4	1	1	1	0	10	0	1	2
2nd important	0	0	3	0	2	5	1	1	4	3	1
3rd important	1	4	0	0	3	2	1	3	2	3	1
a - None	d - Social	g - Job Relationships					j - Job Situation				
b - Personal	e - Locale	h - Job Opportunities					k - Other				
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 57 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: HAVE MOVED
 BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
30 - 34 years											
Most important	0	0	0	0	1	0	0	5	0	1	0
2nd important	0	0	1	0	2	2	0	0	2	0	0
3rd important	0	0	1	0	1	1	0	2	0	2	0
Over 35 years											
Most important											
2nd important											
3rd important											
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 58

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Transportation											
Most important	1	1	5	0	6	1	1	36	4	5	1
2nd important	3	4	4	0	7	11	3	7	12	10	1
3rd important	5	3	4	1	8	5	5	7	9	14	1
Supply and Dist											
Most important	1	6	19	1	8	3	0	35	11	4	3
2nd important	0	8	13	2	11	10	3	13	12	17	2
3rd important	4	7	9	4	16	13	4	10	8	13	3
Maint and Prod Mgt											
Most important	1	3	23	0	5	6	2	40	4	3	2
2nd important	1	2	8	2	20	12	0	9	16	18	1
3rd important	5	9	5	4	11	15	7	10	7	15	1
Logistics Mgt											
Most important	1	8	41	0	17	16	3	126	23	12	27
2nd important	7	5	25	8	38	38	5	46	47	45	8
3rd important	20	17	18	6	42	38	11	23	33	53	11
a - None	d - Social			g - Job Relationships			j - Job Situation				
b - Personal	e - Locale			h - Job Opportunities			k - Other				
c - Family	f - Economic/Financial			i - Job Compensation							

TABLE 58 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Program Mgt											
Most important	0	3	13	1	5	5	1	37	8	1	1
2nd important	1	0	4	2	11	10	5	9	11	22	0
3rd important	3	5	5	2	12	11	7	11	9	10	0
Acquisition Mgt											
Most important	2	2	9	0	10	3	2	45	7	3	3
2nd important	5	1	9	3	10	5	4	16	11	22	1
3rd important	6	3	4	2	12	7	8	5	13	25	1
Other											
Most important	1	1	15	2	10	2	0	18	3	5	2
2nd important	1	6	5	4	9	9	1	7	9	6	2
3rd important	2	2	6	1	5	8	5	10	5	11	2
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 59

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY AGE

Age	a	b	c	d	e	f	g	h	i	j	k
Under 35 years											
Most important	1	1	4	0	2	0	0	14	2	1	0
2nd important	1	1	2	0	4	4	0	3	5	5	0
3rd important	3	1	3	1	2	2	0	3	3	6	0
36 - 45 years											
Most important	2	6	49	1	21	11	4	100	16	9	4
2nd important	4	4	22	5	43	32	3	30	34	44	2
3rd important	11	14	20	5	32	31	15	22	25	46	2
46 - 55 years											
Most important	4	8	52	3	26	20	3	165	34	14	25
2nd important	9	14	28	14	43	43	13	57	60	64	10
3rd important	21	26	15	10	52	45	23	39	40	68	14
Over 55 years											
Most important	0	7	16	0	12	4	1	43	6	7	8
2nd important	1	7	10	2	12	13	3	14	16	23	3
3rd important	7	5	11	4	14	14	7	11	11	16	3
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 60

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY CURRENT GRADE

Current Grade	a	b	c	d	e	f	g	h	i	j	k
GS/GM-12											
Most important	3	9	47	1	26	13	4	100	13	11	18
2nd important	5	10	23	8	46	32	10	23	38	42	9
3rd important	14	24	17	4	34	37	11	33	26	35	11
GS/GM-13											
Most important	3	9	50	3	25	16	1	124	29	15	12
2nd important	9	12	21	9	36	45	4	51	48	48	3
3rd important	19	10	19	11	41	38	21	30	30	62	4
GS/GM-14											
Most important	1	5	20	0	7	5	2	76	14	4	7
2nd important	2	1	19	2	18	15	6	22	20	33	3
3rd important	7	12	11	5	23	16	6	9	20	30	1
GS/GM-15											
Most important	0	1	8	0	2	2	2	35	2	1	3
2nd important	2	2	5	2	5	2	1	10	11	15	1
3rd important	5	1	4	0	8	6	8	3	5	12	3
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 61

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY GENDER AND HOUSING STATUS

	a	b	c	d	e	f	g	h	i	j	k
Gender											
Male											
Most important	6	19	106	4	48	36	9	310	56	30	35
2nd important	14	22	63	19	97	83	20	94	110	126	13
3rd important	39	41	45	19	102	85	41	66	75	128	16
Female											
Most important	1	4	18	0	12	0	0	26	4	3	4
2nd important	4	4	5	2	9	10	1	13	8	14	2
3rd important	6	6	4	1	4	12	6	9	9	13	2
Housing Status											
Rent											
Most important	0	1	5	0	3	2	3	34	7	5	3
2nd important	0	4	3	0	9	9	5	9	10	13	1
3rd important	3	5	1	1	7	9	3	9	8	16	1
Own											
Most important	7	21	115	4	57	34	5	287	50	26	36
2nd important	16	20	60	21	92	84	13	95	104	123	15
3rd important	40	42	46	19	93	84	42	65	72	119	18
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 62

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY MARITAL STATUS

Marital Status											
Not Married											
Most important	0	3	5	0	10	4	2	36	8	4	4
2nd important	1	4	5	1	6	12	1	13	12	19	2
3rd important	4	6	2	2	12	8	7	12	7	14	2
Married											
Most important	6	19	115	4	50	32	6	286	50	28	35
2nd important	15	21	57	20	96	79	19	90	103	117	14
3rd important	39	41	46	18	89	83	38	63	73	121	17
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 63

SELECTION OF THE FACTORS OF MOBILITY
DECISION: HAVE MOVED
BY SPOUSE EMPLOYED

	a	b	c	d	e	f	g	h	i	j	k
Spouse Employed											
N/A											
Most important	0	3	6	0	10	4	2	37	8	5	4
2nd important	1	5	6	1	6	12	1	14	12	19	2
3rd important	5	6	2	2	13	9	7	12	8	13	2
No											
Most important	3	7	40	1	22	13	2	111	21	4	15
2nd important	5	9	24	5	36	30	9	31	42	45	3
3rd important	13	13	14	6	39	41	13	18	26	48	6
Yes											
Most important	4	12	75	3	27	17	4	173	29	24	20
2nd important	10	11	33	14	59	50	10	58	61	71	11
3rd important	25	27	30	12	49	42	25	45	45	76	11
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 64

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: HAVE MOVED
 BY SPOUSE WILLINGNESS TO MOVE

	a	b	c	d	e	f	g	h	i	j	k
Will Spouse Move											
N/A											
Most important	3	7	16	1	21	8	3	96	22	5	15
2nd important	2	6	20	2	18	23	5	36	36	42	5
3rd important	14	9	7	6	29	28	14	20	18	43	6
No											
Most important	2	4	41	0	9	7	3	42	11	6	9
2nd important	5	7	9	7	24	15	3	23	17	19	5
3rd important	9	7	7	7	25	20	4	11	18	21	5
Yes											
Most important	1	11	62	3	31	20	2	183	24	20	14
2nd important	9	10	34	12	60	54	12	44	60	73	5
3rd important	20	30	35	7	46	42	25	43	44	71	8
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

The same list of factors was provided to the respondents. They were asked to choose the factors which would most influence their decision to move in the future. Survey Questions 50 - 52 asked for the most important, second most important, and third most important factor, respectively. Column 3 in Table 53 provides a tally of the number of respondents who chose each factor as a first choice. Column 3 in Table 54 provides a conglomerate of the number of times each factor was selected as first, second, and third choice. The researcher chose to look at the factors initially as first choices and then as a conglomerate of first, second, and third for the same reasons mentioned in Research Question 16.

Out of 1594 total respondents, 1562 provided a first choice response to indicate the factor that would most influenced their decision to move in the future. The most popular first choice response was "Job Opportunities" with 470 of the respondents selecting this choice. "Family" followed with 305 people selecting this response as a first choice. The third most popular first choice was "Economic/Financial." This factor included such elements as cost of living, cost of housing, mortgage rates, difficulty in selling home, local economy, and personal investments.

When looked at as a conglomerate of first, second, and third choices, 4681 responses were received. A most important factor was selected 1562 times, a second most

important factor 1561 times, and a third most important factor, 1558 times.

The most popular choice again was "Job Opportunities." The second and third most popular choices were "Locale" and "Economic/Financial" selected 740 and 736 times, respectively. The least popular, aside from "Other," was "Social," which was selected 80 times.

The respondents were then subdivided by the demographic characteristics and the number of times each factor was selected shown by each characteristic. Tables 65-72 contain these data.

Research Question 18. What are the factors most frequently identified as the major reasons why people have turned down a job offer or refused to move?

The same list of factors was provided to the respondents. They were now asked to choose the factors which most influenced their decision to turn down a job, or refuse to move. Survey questions 47 - 49 asked for the most important, second most important, and third most important factor, respectively. Column 2 in Table 53 provides a tally of the number of respondents who chose each factor as a first choice. Table 54, column 2 provides a conglomerate of the number of times each factor was selected as first, second, and third choice. The researcher chose to look at the factors initially as first choices and then as a conglomerate of first, second, and third for the same reasons mentioned in Research Question 16.

TABLE 65

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ AFLC/WPAFB OH											
Most important	0	3	36	0	19	15	0	43	18	9	1
2nd important	3	5	22	2	19	34	2	21	17	18	0
3rd important	4	4	10	6	29	21	2	16	20	28	0
OC-ALC/TAFB OK											
Most important	0	10	28	0	17	36	3	45	36	9	1
2nd important	3	5	18	1	33	40	4	35	34	11	0
3rd important	7	11	18	2	41	18	8	21	20	38	1
OO-ALC/HAFB UT											
Most important	0	4	46	0	22	32	2	65	27	5	1
2nd important	1	4	24	12	31	32	3	35	36	26	0
3rd important	3	10	20	9	46	26	6	23	22	37	1
SA-ALC/KAFB TX											
Most important	0	4	39	1	17	33	1	71	29	7	2
2nd important	1	4	18	4	39	49	3	24	39	22	2
3rd important	5	17	12	10	42	26	9	24	26	34	0
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 65 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
SM-ALC/MAFB CA											
Most important	0	4	22	2	20	11	1	42	15	10	3
2nd important	1	3	17	0	31	16	1	25	19	17	1
3rd important	1	5	14	6	23	31	1	15	16	17	1
WR-ALC/RAFB GA											
Most important	0	7	42	0	19	28	1	37	20	5	1
2nd important	0	12	19	7	28	36	3	23	19	13	0
3rd important	1	9	17	6	34	27	3	24	15	22	1
AD/EAFB FL											
Most important	0	3	3	0	2	3	0	4	2	1	0
2nd important	0	1	3	1	2	5	0	3	2	1	0
3rd important	0	1	1	0	5	2	0	3	4	2	0
ASD/WPAFB OH											
Most important	0	1	10	0	4	1	0	7	4	7	0
2nd important	0	2	1	0	7	9	1	4	4	6	0
3rd important	0	1	4	1	4	8	0	9	5	2	0
a - None	d - Social	g - Job Relationships									j - Job Situation
b - Personal	e - Locale	h - Job Opportunities									k - Other
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 65 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
BMO/NAFB CA											
Most important	0	0	2	0	1	2	0	4	1	0	0
2nd important	0	0	1	0	2	1	0	2	2	1	0
3rd important	0	1	1	0	1	0	0	2	2	2	0
ESD/HAF MA											
Most important	0	1	4	0	2	2	0	4	1	0	0
2nd important	0	0	1	0	6	1	0	4	0	2	0
3rd important	1	3	0	0	1	2	1	1	1	4	0
SD/LAAFS CA											
Most important	0	0	4	0	3	1	0	5	0	0	0
2nd important	0	0	1	0	5	3	0	2	2	1	0
3rd important	0	0	0	0	3	2	0	2	3	3	1

a - None	d - Social	g - Job Relationships	j - Job Situation
b - Personal	e - Locale	h - Job Opportunities	k - Other
c - Family	f - Economic/Financial	i - Job Compensation	

TABLE 65 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ USAF PENT											
Most important	0	0	1	1	3	2	0	7	2	2	0
2nd important	0	0	2	1	1	2	2	3	2	5	0
3rd important	0	1	2	1	3	2	0	1	3	5	0
OTHER											
Most important	0	8	63	0	47	41	2	124	33	18	1
2nd important	1	9	27	3	59	78	10	53	54	41	0
3rd important	5	21	34	3	52	40	13	58	43	67	1
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 66

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
Under 5 years											
Most important	0	0	5	0	1	6	0	9	3	1	0
2nd important	0	0	4	0	4	4	3	2	3	5	0
3rd important	0	1	3	0	4	3	0	3	2	9	0
5 - 9 years											
Most important	0	2	14	1	8	7	0	24	3	4	0
2nd important	0	3	4	2	11	9	1	12	15	7	0
3rd important	1	3	4	0	10	9	1	10	9	15	0
10 - 14 years											
Most important	0	4	32	0	15	20	0	43	13	9	1
2nd important	0	2	16	2	26	37	1	23	13	17	0
3rd important	1	6	11	3	31	15	3	27	17	22	1
15 - 19 years											
Most important	0	2	45	0	31	17	0	69	26	6	1
2nd important	2	2	20	3	26	55	4	25	32	27	0
3rd important	6	11	20	10	34	29	6	30	21	28	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 66 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
20 - 24 years											
Most important	0	6	73	1	25	46	3	99	35	20	1
2nd important	3	6	34	7	64	62	5	45	50	34	1
3rd important	4	19	31	12	59	47	14	35	38	52	0
25 - 29 years											
Most important	0	12	64	0	42	44	6	95	42	20	0
2nd important	2	13	30	9	57	61	7	56	52	37	0
3rd important	5	10	34	9	76	44	11	40	45	48	1
30 - 34 years											
Most important	0	13	45	3	37	53	2	77	53	11	6
2nd important	3	11	35	4	58	53	7	54	46	26	1
3rd important	10	25	20	4	55	44	6	37	30	64	2
Over 35 years											
Most important	0	7	25	0	22	18	0	52	15	4	1
2nd important	1	8	15	4	21	31	1	24	25	12	1
3rd important	2	8	11	5	20	20	7	20	19	31	1
a - None	d - Social	j - Job Situation									
b - Personal	e - Locale	g - Job Relationships									
c - Family	f - Economic/Financial	h - Job Opportunities									
		i - Job Compensation									
		k - Other									

TABLE 67 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: TO MOVE
 BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
15 - 19 years											
Most important	0	0	6	0	1	1	0	4	2	0	0
2nd important	0	0	0	0	3	3	1	2	2	3	0
3rd important	0	1	1	1	3	3	1	2	1	1	0
20 - 24 years											
Most important	0	3	17	0	13	26	1	43	8	10	0
2nd important	1	6	10	0	26	19	2	22	19	15	0
3rd important	2	7	11	2	19	17	4	17	17	22	0
25 - 29 years											
Most important	0	1	6	1	7	6	0	9	3	2	0
2nd important	0	2	4	1	3	5	2	8	4	6	0
3rd important	0	4	2	1	6	4	1	3	5	9	0
a - None	d - Social			g - Job Relationships			j - Job Situation				
b - Personal	e - Locale			h - Job Opportunities			k - Other				
c - Family	f - Economic/Financial			i - Job Compensation							

TABLE 67 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: TO MOVE
 BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
30 - 34 years											
Most important	0	0	1	0	2	1	0	3	1	1	0
2nd important	0	0	0	0	2	3	0	0	2	2	0
3rd important	0	0	1	0	0	1	1	4	2	0	0
Over 35 years											
Most important											
2nd important											
3rd important											
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 68

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY CURRENT GRADE

Current Grade	a	b	c	d	e	f	g	h	i	j	k
GS/GM-12											
Most important	0	21	123	2	66	86	2	190	78	23	3
2nd important	3	16	53	9	116	132	11	97	85	68	3
3rd important	10	39	50	18	127	77	23	83	60	105	1
GS/GM-13											
Most important	0	12	109	2	73	76	8	177	71	29	6
2nd important	4	17	60	13	97	116	5	91	105	54	0
3rd important	9	27	46	14	106	86	17	79	74	101	4
GS/GM-14											
Most important	0	9	45	1	30	36	0	77	33	16	1
2nd important	3	6	34	5	40	46	9	38	38	29	0
3rd important	7	14	25	6	41	38	5	25	32	51	1
GS/GM-15											
Most important	0	4	21	0	10	13	1	22	6	6	0
2nd important	1	5	10	3	14	14	4	13	6	13	0
3rd important	3	2	12	5	14	9	1	12	14	10	0
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 69

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Transportation											
Most important	0	4	14	0	17	12	1	32	12	8	0
2nd important	1	3	5	0	24	20	2	18	17	9	0
3rd important	2	7	6	3	13	11	7	13	12	26	0
Supply and Dist											
Most important	0	8	32	2	17	21	1	67	27	5	1
2nd important	1	13	17	4	38	30	3	20	27	26	1
3rd important	4	10	22	7	32	27	8	23	13	34	1
Maint and Prod Mgt											
Most important	0	9	47	0	24	38	1	70	30	9	0
2nd important	2	4	29	8	41	51	6	33	31	21	1
3rd important	4	9	13	7	55	26	5	36	24	47	0
Logistics Mgt											
Most important	0	16	121	1	70	88	6	184	81	29	4
2nd important	4	15	62	10	99	126	8	104	106	64	0
3rd important	12	35	60	16	122	90	14	81	67	96	3
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 69 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: TO MOVE
 BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Program Mgt											
Most important	0	3	35	1	17	20	1	50	20	10	2
2nd important	1	4	20	5	15	39	4	30	22	19	0
3rd important	2	4	12	6	34	21	8	19	26	24	1
Acquisition Mgt											
Most important	0	3	26	0	20	13	0	42	12	9	0
2nd important	0	2	11	1	26	26	3	23	16	17	1
3rd important	0	13	11	4	19	18	1	13	23	23	1
Other											
Most important	0	3	27	1	16	19	1	23	7	5	3
2nd important	2	4	14	3	22	20	3	13	17	8	0
3rd important	5	5	10	0	14	16	4	17	16	19	0
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 70

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY GENDER AND HOUSING STATUS

	a	b	c	d	e	f	g	h	i	j	k
Gender											
Male											
Most important	0	41	262	4	153	198	10	392	169	66	6
2nd important	9	39	143	29	230	261	27	216	204	138	2
3rd important	25	72	119	38	255	177	40	176	157	232	5
Female											
Most important	0	5	41	1	27	12	1	73	18	9	4
2nd important	2	6	13	2	35	50	2	24	31	26	1
3rd important	4	10	15	5	34	30	7	26	24	35	1
Housing Status											
Rent											
Most important	0	1	8	0	11	12	3	33	14	4	1
2nd important	0	1	6	2	12	17	5	16	12	16	0
3rd important	1	4	8	0	14	12	3	9	11	24	1
Own											
Most important	0	45	284	4	161	194	8	410	167	67	9
2nd important	10	41	144	29	244	279	23	219	212	143	2
3rd important	26	75	122	43	263	184	42	182	165	236	5
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 71

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY AGE AND MARITAL STATUS

Age	a	b	c	d	e	f	g	h	i	j	k
Under 35 years											
Most important	0	3	14	1	4	4	0	21	6	3	0
2nd important	0	1	7	1	9	13	1	10	7	8	0
3rd important	1	2	5	1	11	7	1	12	8	9	0
36 - 45 years											
Most important	0	5	124	1	47	56	4	141	52	24	2
2nd important	2	4	51	10	84	116	7	62	65	55	0
3rd important	6	22	43	21	81	68	17	71	50	75	2
46 - 55 years											
Most important	0	27	123	2	98	122	6	226	98	38	5
2nd important	8	28	74	14	136	134	20	136	122	67	2
3rd important	17	46	65	19	153	97	21	82	92	142	3
Over 55 years											
Most important	0	10	29	0	23	26	0	56	26	7	2
2nd important	0	11	17	6	27	32	0	27	30	30	0
3rd important	3	10	17	1	33	23	7	27	26	34	0
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 71 CONT'D
SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY AGE AND MARITAL STATUS

Marital Status											
Not Married											
Most important	0	5	14	0	29	20	4	55	24	17	4
2nd important	1	2	6	2	38	41	3	27	22	30	1
3rd important	2	10	8	6	38	17	12	26	17	34	1
Married											
Most important	0	41	280	4	142	187	7	388	157	55	5
2nd important	9	42	142	29	221	255	25	209	202	128	1
3rd important	25	70	122	36	239	179	33	167	160	227	4
a - None	d - Social			g - Job Relationships			j - Job Situation				
b - Personal	e - Locale			h - Job Opportunities			k - Other				
c - Family	f - Economic/Financial			i - Job Compensation							

TABLE 72

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Spouse Employed	a	b	c	d	e	f	g	h	i	j	k
N/A											
Most important	0	5	17	0	29	20	4	57	25	17	5
2nd important	1	3	7	3	39	44	3	26	21	31	1
3rd important	2	10	8	6	39	19	11	27	19	34	2
No											
Most important	0	13	86	0	57	83	1	146	54	17	3
2nd important	6	17	58	12	68	83	6	71	86	52	1
3rd important	16	27	46	16	90	68	13	54	57	70	3
Yes											
Most important	0	27	190	5	84	103	5	240	103	38	2
2nd important	3	24	84	14	153	168	19	135	116	78	0
3rd important	9	42	73	21	147	110	20	112	101	157	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 72 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: TO MOVE
BY SPOUSE EMPLOYED SPOUSE WILLINGNESS TO MOVE

Will Spouse Move											
	a	b	c	d	e	f	g	h	i	j	k
N/A											
Most important	0	10	51	0	54	57	3	135	51	27	7
2nd important	5	8	36	7	65	77	6	61	70	58	1
3rd important	12	21	31	12	84	52	16	51	41	69	3
No											
Most important	0	13	86	0	35	52	3	90	58	13	2
2nd important	1	10	41	14	64	60	9	68	59	25	1
3rd important	4	26	30	15	63	52	11	43	37	70	2
Yes											
Most important	0	22	153	5	80	98	4	213	70	31	1
2nd important	4	24	71	10	128	155	13	105	90	74	0
3rd important	11	33	70	15	127	91	16	95	97	116	1
a - None	d - Social	g - Job Relationships						j - Job Situation			
b - Personal	e - Locale	h - Job Opportunities						k - Other			
c - Family	f - Economic/Financial	i - Job Compensation									

Out of 1594 total respondents, 1541 provided a first choice response to indicate the factor that would most influenced their decision not to apply. The dominant first choice response was "Family" with 648 of the respondents selecting this choice. "Economic/Financial" followed with 303 people selecting this response as a first choice. This factor included such elements as cost of living, cost of housing, mortgage rates, difficulty in selling home, local economy, and personal investments. The third most popular first choice was "Locale." This factor included climate/weather, area of the country, distance to family, and retirement location.

When looked at as a conglomerate of first, second, and third choices, 4619 responses were provided. A most important factor was selected 1541 times, a second most important factor 1543 times, and a third most important factor 1535 times.

The most popular choice was "Family." The second and third most popular choices were "Economic/Financial" and "Locale" selected 943 and 868 times, respectively. The least popular, aside from "Other," was "Job Relationships," which was selected 75 times.

The respondents were then subdivided by the demographic characteristics and the number of times each factor was selected shown by each characteristic. Tables 73-79 contain these data.

TABLE 73

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ AFLC/WPAFB OH											
Most important	1	6	63	1	14	35	0	4	1	4	1
2nd important	1	6	24	16	25	44	1	4	4	3	0
3rd important	10	6	12	19	21	22	4	8	5	16	1
OC-ALC/TAFB OK											
Most important	0	11	92	2	19	32	1	2	2	2	2
2nd important	7	12	24	16	29	54	5	9	7	1	1
3rd important	11	10	19	21	42	24	5	13	6	13	1
OO-ALC/HAFB UT											
Most important	0	12	110	6	24	32	1	1	4	1	1
2nd important	4	16	25	22	42	55	4	12	4	8	1
3rd important	11	13	17	23	45	38	2	20	6	16	2
SA-ALC/KAFB TX											
Most important	1	12	82	1	26	44	0	9	2	3	3
2nd important	2	8	26	13	59	54	1	7	5	8	0
3rd important	5	10	28	19	45	39	5	11	8	12	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 73 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
SM-ALC/MAFB CA											
Most important	0	4	74	0	17	17	0	6	2	2	1
2nd important	2	7	26	6	51	21	4	3	2	3	0
3rd important	4	12	9	13	32	39	3	3	2	7	1
WR-ALC/RAFB GA											
Most important	1	6	80	1	16	30	1	2	0	2	4
2nd important	0	10	19	14	46	34	1	8	3	7	2
3rd important	6	12	12	15	26	33	4	15	2	15	4
AD/EAFB FL											
Most important	0	1	5	0	3	7	0	1	0	1	0
2nd important	0	2	3	2	4	5	0	0	0	2	0
3rd important	1	3	2	1	5	3	0	2	0	1	0
ASD/WPAFB OH											
Most important	0	3	10	1	2	9	1	2	0	1	0
2nd important	1	3	7	2	6	7	0	2	0	1	0
3rd important	6	3	4	2	8	5	0	2	2	1	0
	d - Social	g - Job Relationships			j - Job Situation						
a - None	e - Locale	h - Job Opportunities			k - Other						
b - Personal	f - Economic/Financial	i - Job Compensation									
c - Family											

TABLE 73 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
BMO/NAFB CA											
Most important	0	2	1	1	1	3	0	2	0	0	0
2nd important	0	0	4	1	0	0	0	0	0	4	0
3rd important	0	0	1	1	5	0	1	0	1	0	0
ESD/HAF MA											
Most important	0	1	6	0	5	1	0	0	0	0	0
2nd important	0	2	3	0	5	0	1	2	0	0	0
3rd important	0	2	2	0	1	2	1	0	1	4	0
SD/LAAFS CA											
Most important	0	0	5	0	2	0	0	1	0	3	0
2nd important	1	0	3	0	4	1	0	1	0	1	0
3rd important	2	1	1	0	2	0	1	2	0	1	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 73 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ USAF PENT											
Most important	0	0	0	0	5	3	0	1	0	0	0
2nd important	0	0	5	0	2	2	0	0	0	0	0
3rd important	0	1	2	3	0	0	0	1	0	2	0
OTHER											
Most important	2	17	111	7	65	81	2	18	2	8	2
2nd important	9	26	46	9	77	93	5	19	9	21	1
3rd important	21	24	43	21	68	48	17	25	12	34	1
a - None	d - Social			g - Job Relationships			j - Job Situation				
b - Personal	e - Locale			h - Job Opportunities			k - Other				
c - Family	f - Economic/Financial			i - Job Compensation							

TABLE 74

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
Under 5 years											
Most important	0	1	7	1	2	4	0	0	0	1	0
2nd important	0	3	5	0	4	3	0	0	1	1	0
3rd important	2	0	1	1	4	4	0	2	0	2	0
5 - 9 years											
Most important	0	1	18	1	15	14	0	4	1	1	0
2nd important	0	4	12	1	15	16	0	5	1	3	0
3rd important	4	2	9	2	10	11	3	7	2	6	1
10 - 14 years											
Most important	0	6	53	3	24	26	0	3	1	4	2
2nd important	2	6	16	8	34	38	2	9	2	4	0
3rd important	10	4	22	9	28	20	5	8	3	13	0
15 - 19 years											
Most important	0	5	96	2	23	44	1	10	3	3	2
2nd important	5	18	30	11	47	50	3	9	3	12	1
3rd important	11	12	19	20	42	42	5	18	3	15	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 74 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
20 - 24 years											
Most important	1	11	146	2	34	68	1	5	2	8	1
2nd important	8	9	49	21	77	80	5	10	8	12	0
3rd important	21	14	27	25	73	58	8	17	12	21	2
25 - 29 years											
Most important	1	16	155	2	42	58	3	12	1	5	0
2nd important	5	20	34	25	82	85	6	14	10	12	1
3rd important	11	17	36	38	60	59	8	24	11	26	3
30 - 34 years											
Most important	1	22	121	6	42	61	2	10	6	4	7
2nd important	5	19	52	22	68	77	3	14	8	14	2
3rd important	14	27	30	33	64	43	9	20	18	30	3
Over 35 years											
Most important	2	15	46	4	21	27	0	7	1	2	2
2nd important	2	13	24	11	31	28	4	7	3	3	1
3rd important	4	19	14	10	24	23	7	8	15	11	2
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 75

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
None											
Most important	2	19	265	6	65	97	4	13	5	6	5
2nd important	13	26	82	44	132	143	6	21	9	14	1
3rd important	34	31	52	52	110	107	9	34	12	43	4
Under 5 years											
Most important	2	37	281	8	81	141	3	22	8	11	7
2nd important	8	42	95	48	149	158	12	31	18	33	4
3rd important	23	38	67	69	142	106	20	48	24	53	7
5 - 9 years											
Most important	0	8	35	2	7	23	0	3	0	4	1
2nd important	1	4	11	3	25	27	1	4	3	4	0
3rd important	6	7	14	9	17	11	5	6	0	8	0
10 - 14 years											
Most important	0	3	12	0	11	12	0	2	1	2	0
2nd important	3	4	9	0	10	9	2	2	1	3	0
3rd important	5	4	6	2	6	8	1	5	1	4	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 75 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
15 - 19 years											
Most important	0	1	8	0	2	2	0	0	1	0	0
2nd important	1	1	3	0	4	3	0	0	0	2	0
3rd important	1	2	2	2	2	1	1	1	2	0	0
20 - 24 years											
Most important	1	6	30	3	28	20	0	9	0	2	0
2nd important	1	13	16	3	31	25	0	6	3	3	0
3rd important	5	7	12	3	16	22	7	9	5	13	0
25 - 29 years											
Most important	0	2	11	2	5	6	0	1	0	2	0
2nd important	0	1	4	1	6	10	2	3	1	1	0
3rd important	3	5	4	1	9	3	1	0	0	3	0
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 75 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
30 - 34 years											
Most important	0	1	0	0	3	1	0	1	0	1	1
2nd important	0	1	1	0	1	2	0	1	1	1	0
3rd important	0	1	1	0	3	1	1	1	0	0	0
Over 35 years											
Most important											
2nd important											
3rd important											
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 76

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY CURRENT GRADE, GENDER AND HOUSING STATUS

Current Grade											
a	b	c	d	e	f	g	h	i	j	k	
GS/GM-12											
Most important	3	40	245	7	88	110	1	21	7	8	6
2nd important	13	34	81	34	149	153	7	23	15	24	2
3rd important	33	40	71	49	113	107	18	46	12	43	4
GS/GM-13											
Most important	1	19	241	8	72	127	3	19	3	12	6
2nd important	8	37	89	39	137	130	8	24	15	23	2
3rd important	25	35	52	57	132	98	13	35	18	39	6
GS/GM-14											
Most important	1	12	114	4	32	47	3	7	3	6	0
2nd important	4	13	41	17	56	66	4	16	5	8	1
3rd important	14	17	27	22	45	38	12	17	7	26	2
GS/GM-15											
Most important	0	4	37	2	8	18	0	4	2	2	2
2nd important	2	7	9	7	15	25	4	5	1	5	0
3rd important	5	2	8	8	11	16	1	6	6	16	0
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 77

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Transportation											
Most important	2	7	28	1	27	18	1	1	0	2	0
2nd important	2	11	14	4	15	28	2	7	1	2	0
3rd important	8	6	14	12	15	8	4	4	4	12	0
Supply and Dist											
Most important	1	15	77	3	20	30	0	7	3	3	4
2nd important	1	13	24	12	50	39	3	7	4	8	2
3rd important	10	10	19	19	33	30	5	14	3	18	2
Maint and Prod Mgt											
Most important	0	7	98	5	22	43	2	13	4	3	1
2nd important	4	11	37	12	48	58	6	4	6	11	1
3rd important	11	17	18	20	49	33	6	21	3	18	2
Logistics Mgt											
Most important	2	32	272	6	84	133	4	16	4	10	3
2nd important	13	39	84	35	161	161	6	29	17	20	1
3rd important	32	32	80	52	126	121	18	38	14	45	5
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 77 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Program Mgt											
Most important	0	4	74	2	16	32	0	5	1	3	4
2nd important	3	3	26	19	32	41	3	3	4	6	1
3rd important	5	14	8	17	34	30	1	14	4	11	1
Acquisition Mgt											
Most important	0	9	46	0	22	25	0	4	3	5	0
2nd important	2	7	26	9	24	23	2	12	1	9	0
3rd important	6	10	8	11	23	20	5	7	13	9	2
Other											
Most important	0	3	46	4	12	21	0	5	0	2	2
2nd important	2	8	11	7	27	27	1	6	3	5	0
3rd important	5	6	11	7	24	17	6	6	7	11	0
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 78

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY AGE AND MARITAL STATUS

Age	a	b	c	d	e	f	g	h	i	j	k
Under 35 years											
Most important	0	6	25	0	10	8	0	2	0	1	1
2nd important	0	3	6	2	12	23	0	7	1	0	0
3rd important	3	1	9	6	14	7	1	6	1	5	1
36 - 45 years											
Most important	1	8	217	5	50	106	4	13	5	11	2
2nd important	10	25	71	23	119	117	7	17	12	21	0
3rd important	28	18	55	44	94	90	11	50	11	38	1
46 - 55 years											
Most important	1	45	307	15	115	135	2	29	6	11	8
2nd important	13	43	113	59	160	193	11	28	16	32	4
3rd important	38	61	69	77	140	109	24	56	27	59	9
Over 55 years											
Most important	3	14	61	1	22	40	0	6	3	4	3
2nd important	2	18	22	12	47	28	4	13	7	6	1
3rd important	5	14	20	6	40	40	6	7	5	15	1
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 78 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY AGE AND MARITAL STATUS

Marital Status												
Not Married												
Most important		1	9	45	9	33	28	2	10	4	6	3
2nd important		3	11	16	6	42	46	9	7	4	6	1
3rd important		15	8	18	23	22	20	9	14	3	18	1
Married												
Most important		4	65	568	12	163	261	4	39	10	21	11
2nd important		22	78	196	90	299	315	13	57	32	53	4
3rd important		59	86	136	109	268	226	33	85	41	99	11
a - None	d - Social	g - Job Relationships						j - Job Situation				
b - Personal	e - Locale	h - Job Opportunities						k - Other				
c - Family	f - Economic/Financial	i - Job Compensation										

TABLE 79

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

	a	b	c	d	e	f	g	h	i	j	k
Spouse Employed											
N/A											
Most important	1	9	52	9	31	28	3	10	5	6	3
2nd important	3	13	15	7	49	47	9	6	2	6	1
3rd important	14	8	18	24	22	24	10	15	3	19	1
No											
Most important	3	28	172	6	62	109	1	15	6	9	4
2nd important	9	20	78	34	121	101	6	24	7	16	1
3rd important	25	40	54	46	82	72	13	28	11	40	5
Yes											
Most important	1	37	391	6	102	150	3	24	2	12	7
2nd important	13	56	119	55	172	212	7	33	26	37	3
3rd important	35	44	80	64	187	150	19	55	30	59	6
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 79 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: DID NOT APPLY
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

		a	b	c	d	e	f	g	h	i	j	k
Will Spouse Move												
N/A												
Most important 2nd important 3rd important	3	27	125	13	60	81	3	15	8	11	4	
	9	19	55	17	107	93	13	17	5	15	1	
	29	28	45	39	57	57	17	27	10	40	2	
No												
Most important 2nd important 3rd important	0	20	206	2	42	47	1	8	2	4	4	
	4	27	57	42	87	94	2	12	3	7	3	
	11	27	32	43	88	77	7	17	10	20	6	
Yes												
Most important 2nd important 3rd important	2	27	275	6	92	157	3	26	4	12	6	
	12	42	98	38	142	170	7	36	26	35	1	
	33	39	77	45	143	108	16	55	24	56	4	
a - None	d - Social	g - Job Relationships										j - Job Situation
b - Personal	e - Locale	h - Job Opportunities										k - Other
c - Family	f - Economic/Financial	i - Job Compensation										

Research Question 19. What are the factors most frequently identified as the major reasons why people would not make themselves available or turn down a job offer involving a geographic move?

Again the same list of factors was provided to the respondents. They were asked to choose the factors which would most influence their decision to not make themselves available or turn down a job offer involving a geographic move. Survey questions 53 - 55 asked for the most important, second most important, and third most important factor, respectively. Column 4 in Table 53, provides a tally of the number of respondents who chose each factor as a first choice. Column 4 in Table 54 provides a conglomerate of the number of times each factor was selected as first, second, and third choice. The researcher chose to look at the factors initially as first choices and then as a conglomerate of first, second, and third for the same reasons mentioned in Research Question 16.

Out of 1594 total respondents, 1562 provided a first choice response to indicate the factor that would most influenced their decision to move in the future. Again the dominant first choice response was "Family" with 653 of the respondents selecting this choice. "Economic/Financial" followed with 310 people selecting this response as a first choice. The third most popular first choice was "Locale" with 219. The least popular, aside from "Other," was "Job Relationships" which was selected 8 times.

When looked at as a conglomerate of first, second, and third choices, 4675 responses were received. A most important factor was selected 1562 times, a second most important factor 1557 times, and a third most important factor 1556 times.

The most popular choice was again "Family," selected 1055 times. The second and third most popular choices were "Economic/Financial" and "Locale," selected 993 and 954 times, respectively. The least popular, aside from "Other," was "Job Relationships" which was selected 91 times.

The respondents were then subdivided by the demographic characteristics and the number of times each factor was selected shown by each characteristic. Table 80-87 contain these data.

Research Objective 4

Solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility.

To answer Research Question 20 - 24 the respondents were asked questions with a Lickert scale, five option response. The choices ranged from "Strongly Disagree" to "Strongly Agree." For purposes of answering these research questions, "Strongly Disagree" and "Disagree" were combined as "Disagree" and "Strongly Agree" and "Agree" were combined as "Agree."

Analysis of the following questions satisfy this research objective.

TABLE 80

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ AFLC/WPAFB OH											
Most important	0	10	62	0	18	30	1	9	6	8	1
2nd important	1	4	21	13	25	46	4	16	7	7	0
3rd important	4	4	16	10	32	24	5	17	9	19	1
OC-ALC/TAFB OK											
Most important	0	19	89	2	18	42	1	7	5	8	1
2nd important	3	14	36	10	32	63	4	14	10	4	1
3rd important	5	19	18	16	52	23	6	19	14	18	1
OO-ALC/HAFB UT											
Most important	0	16	108	3	26	37	1	7	6	2	2
2nd important	3	14	33	21	44	47	4	20	11	10	1
3rd important	8	13	17	20	54	39	4	18	12	19	3
SA-ALC/KAFB TX											
Most important	0	13	84	2	28	43	0	12	8	7	4
2nd important	2	11	26	10	56	65	1	15	11	4	0
3rd important	5	16	30	17	51	37	7	15	7	17	0
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 80 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
SM-ALC/MAFB CA											
Most important	0	9	70	0	22	15	1	6	1	5	2
2nd important	1	12	22	7	47	25	2	7	6	3	0
3rd important	2	9	10	11	41	30	4	9	5	12	0
WR-ALC/RAFB GA											
Most important	0	15	79	3	26	31	1	8	2	0	2
2nd important	0	11	28	16	33	47	4	15	4	6	1
3rd important	2	12	18	17	39	31	2	18	8	18	2
AD/EAFB FL											
Most important	0	1	8	1	3	4	0	2	0	0	0
2nd important	0	2	3	1	5	7	0	0	0	1	0
3rd important	0	2	2	1	6	4	0	2	2	0	0
ASD/WPAFB OH											
Most important	0	2	13	1	3	7	1	2	2	3	0
2nd important	0	1	4	1	8	11	2	2	3	2	0
3rd important	0	3	5	3	8	6	0	2	4	3	0
a - None	d - Social	g - Job Relationships									j - Job Situation
b - Personal	e - Locale	h - Job Opportunities									k - Other
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 80 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY CURRENT LOCATION

Current Location	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>	<u>f</u>	<u>g</u>	<u>h</u>	<u>i</u>	<u>j</u>	<u>k</u>
BMO/NAFB CA											
Most important	0	1	2	0	1	1	0	3	2	0	0
2nd important	0	0	3	0	1	1	0	0	1	3	0
3rd important	0	0	0	0	3	3	1	1	0	1	0
ESD/HAF MA											
Most important	0	2	4	0	2	2	0	3	1	0	0
2nd important	0	1	2	0	7	1	0	1	0	2	0
3rd important	1	1	1	0	1	2	0	2	1	5	0
SD/LAAFS CA											
Most important	0	0	5	0	4	1	0	3	0	1	0
2nd important	0	0	1	0	4	4	0	3	1	1	0
3rd important	0	0	1	0	3	1	2	0	1	4	1
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 80 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY CURRENT LOCATION

Current Location	a	b	c	d	e	f	g	h	i	j	k
HQ USAF PENT											
Most important	0	0	3	0	4	3	1	4	0	2	0
2nd important	0	0	4	2	5	2	1	1	1	1	0
3rd important	0	2	3	2	1	2	2	0	1	4	0
OTHER											
Most important	1	19	114	1	61	83	0	32	13	11	3
2nd important	4	21	52	12	88	93	8	22	15	20	2
3rd important	14	23	38	16	69	52	16	44	14	49	2
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 81

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
Under 5 years											
Most important	0	0	7	0	4	4	1	6	2	1	0
2nd important	0	1	6	0	7	3	2	0	3	3	0
3rd important	1	1	2	0	5	7	0	2	1	6	0
5 - 9 years											
Most important	1	1	22	1	12	11	0	9	3	3	0
2nd important	1	2	9	0	18	17	0	12	1	3	0
3rd important	2	4	6	1	11	11	2	6	3	14	1
10 - 14 years											
Most important	0	5	57	0	22	26	1	12	6	6	1
2nd important	0	5	20	10	35	42	1	10	5	8	0
3rd important	2	6	16	10	33	19	9	16	8	16	2
15 - 19 years											
Most important	0	6	99	2	28	38	0	14	7	6	4
2nd important	3	9	28	12	47	59	8	15	8	12	2
3rd important	8	13	17	16	51	43	4	18	8	21	2
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 81 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY YEARS OF FEDERAL SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Federal Service											
20 - 24 years											
Most important	0	12	149	2	38	74	1	13	8	17	2
2nd important	2	13	50	21	80	82	9	32	13	14	0
3rd important	9	17	45	21	79	56	10	27	25	27	0
25 - 29 years											
Most important	0	21	156	3	46	62	2	18	8	9	0
2nd important	3	22	36	21	81	97	5	22	20	16	1
3rd important	6	16	32	25	78	61	12	35	19	36	3
30 - 34 years											
Most important	0	32	113	6	39	69	2	18	13	4	6
2nd important	4	22	55	20	66	86	3	19	18	5	2
3rd important	13	33	30	26	74	40	6	33	9	37	1
Over 35 years											
Most important	0	29	48	0	29	24	1	12	1	2	2
2nd important	1	17	30	10	34	36	2	8	4	5	0
3rd important	2	16	15	13	34	22	9	13	6	17	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 82

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
None											
Most important	1	32	264	7	68	94	2	29	17	18	5
2nd important	7	23	79	48	124	163	8	44	17	23	2
3rd important	20	34	53	38	140	105	9	49	31	49	6
Under 5 years											
Most important	0	50	280	4	95	138	3	39	24	14	8
2nd important	4	47	99	38	147	182	14	48	40	26	3
3rd important	13	49	79	53	160	97	24	72	29	74	3
5 - 9 years											
Most important	0	9	44	1	8	20	1	6	1	3	1
2nd important	1	6	11	3	31	28	2	7	3	4	0
3rd important	2	5	9	8	22	18	4	6	4	18	0
10 - 14 years											
Most important	0	4	12	0	10	17	0	5	1	4	0
2nd important	0	1	15	3	14	8	1	5	3	3	0
3rd important	4	3	6	4	6	11	2	6	3	7	1
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 82 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: WILL NOT MOVE
 BY YEARS PRIOR MILITARY SERVICE

	a	b	c	d	e	f	g	h	i	j	k
Military Service											
15 - 19 years											
Most important	0	2	8	0	1	2	0	0	1	0	0
2nd important	1	1	2	0	5	3	0	0	0	2	0
3rd important	1	1	2	3	2	1	2	0	1	1	0
20 - 24 years											
Most important	0	5	32	1	25	29	1	17	4	7	0
2nd important	1	10	18	1	38	28	4	9	6	6	0
3rd important	3	11	12	6	22	18	6	16	8	16	0
25 - 29 years											
Most important	0	3	9	1	8	7	0	4	0	2	0
2nd important	0	2	8	1	6	8	1	3	2	2	0
3rd important	0	3	1	0	11	7	3	0	2	7	0
30 - 34 years											
Most important	0	1	1	0	2	1	1	2	0	0	1
2nd important	0	1	1	0	2	2	0	2	1	0	0
3rd important	0	0	1	0	2	1	1	1	1	2	0
Over 35 years											
Most important											
2nd important											
3rd important											
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 83

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY CURRENT GRADE

Current Grade	a	b	c	d	e	f	g	h	i	j	k
GS/GM-12											
Most important	0	52	249	4	99	117	0	41	23	12	8
2nd important	8	40	104	32	154	161	9	43	24	25	2
3rd important	21	46	66	39	138	108	22	66	25	65	4
GS/GM-13											
Most important	1	28	240	6	74	129	7	36	17	23	5
2nd important	3	31	74	36	145	160	11	52	33	19	0
3rd important	14	35	57	45	148	94	10	61	33	67	3
GS/GM-14											
Most important	0	17	121	3	31	43	0	17	6	12	1
2nd important	2	13	40	15	53	75	7	15	13	16	3
3rd important	4	23	29	19	57	41	15	16	15	27	3
GS/GM-15											
Most important	0	8	35	1	11	19	1	7	2	1	1
2nd important	1	7	15	8	14	22	3	8	1	5	0
3rd important	4	0	11	8	20	13	4	7	4	14	0
a - None	d - Social	g - Job Relationships				j - Job Situation					
b - Personal	e - Locale	h - Job Opportunities				k - Other					
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 84

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Transportation											
Most important	0	7	32	1	25	21	1	7	2	4	1
2nd important	2	7	13	3	26	26	3	8	11	2	0
3rd important	4	6	8	9	21	11	5	12	4	20	0
Supply and Dist											
Most important	0	16	72	2	26	36	0	16	8	3	2
2nd important	1	16	26	19	56	35	6	12	4	6	1
3rd important	8	21	17	12	38	38	4	10	9	25	2
Maint and Prod Mgt											
Most important	0	15	107	2	30	38	1	19	10	6	0
2nd important	2	8	45	10	44	75	6	14	10	11	1
3rd important	5	16	22	18	66	32	7	29	8	22	1
Logistics Mgt											
Most important	0	50	269	4	84	131	5	28	15	20	4
2nd important	5	39	94	35	155	169	4	55	27	22	1
3rd important	17	36	77	46	144	115	16	67	28	57	4
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 84 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY LOGISTICS CAREER GROUP

Group	a	b	c	d	e	f	g	h	i	j	k
Program Mgt											
Most important	0	3	78	2	18	37	1	12	3	5	4
2nd important	3	5	24	14	36	52	6	8	6	8	1
3rd important	5	12	15	13	41	28	6	15	15	10	1
Acquisition Mgt											
Most important	1	11	45	1	20	22	0	14	6	7	1
2nd important	0	6	21	6	24	35	3	14	10	9	0
3rd important	0	8	11	10	32	19	6	8	7	24	1
Other											
Most important	0	4	47	2	15	23	0	6	4	3	3
2nd important	1	10	11	6	25	30	2	7	4	8	1
3rd important	4	7	13	4	22	15	7	9	8	16	1
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 85

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY GENDER AND HOUSING STATUS

	a	b	c	d	e	f	g	h	i	j	k
Gender											
Male											
Most important	0	92	543	12	187	288	8	86	44	42	13
2nd important	10	80	208	82	321	347	28	106	68	55	4
3rd important	34	93	146	98	310	221	48	128	68	157	7
Female											
Most important	1	12	105	2	30	19	0	15	4	6	2
2nd important	4	10	24	11	45	73	2	12	4	11	1
3rd important	9	13	15	14	52	38	3	21	10	17	3
Housing Status											
Rent											
Most important	0	5	13	1	14	21	2	13	10	3	2
2nd important	0	1	10	3	18	23	4	13	4	6	2
3rd important	3	5	5	7	14	9	4	8	2	24	3
Own											
Most important	1	98	616	13	191	275	6	86	34	39	13
2nd important	13	86	212	86	337	377	25	102	66	59	3
3rd important	38	98	150	102	331	238	45	135	75	145	7
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 86

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY AGE AND MARITAL STATUS

Age	a	b	c	d	e	f	g	h	i	j	k
Under 35 years											
Most important	1	4	27	0	8	8	1	5	2	2	0
2nd important	1	2	7	1	11	20	1	9	2	3	0
3rd important	3	0	4	4	15	8	2	11	3	5	2
36 - 45 years											
Most important	0	12	238	2	47	95	3	28	15	18	4
2nd important	2	11	64	29	126	134	12	38	19	26	1
3rd important	11	23	54	36	114	85	13	44	28	48	2
46 - 55 years											
Most important	0	64	305	12	117	151	2	54	23	18	8
2nd important	8	53	122	52	176	206	11	56	36	28	3
3rd important	23	64	76	62	171	122	24	68	40	95	5
Over 55 years											
Most important	0	21	58	0	37	43	1	12	5	4	2
2nd important	2	21	29	8	40	42	5	12	13	8	0
3rd important	4	16	23	7	44	32	11	19	6	21	0
a - None	d - Social	g - Job Relationships			j - Job Situation						
b - Personal	e - Locale	h - Job Opportunities			k - Other						
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 86 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
 DECISION: WILL NOT MOVE
 BY AGE AND MARITAL STATUS

Marital Status	a	b	c	d	e	f	g	h	i	j	k
Not Married											
Most important	0	15	41	4	36	37	1	19	8	9	3
2nd important	0	10	20	8	47	48	5	18	6	10	2
3rd important	6	8	12	17	36	21	9	21	13	27	3
Married											
Most important	1	87	588	10	172	260	7	79	37	33	11
2nd important	13	77	204	82	305	356	24	96	64	54	2
3rd important	35	95	144	92	311	225	41	122	63	143	6
a - None	d - Social	g - Job Relationships	j - Job Situation								
b - Personal	e - Locale	h - Job Opportunities	k - Other								
c - Family	f - Economic/Financial	i - Job Compensation									

TABLE 87

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

		a	b	c	d	e	f	g	h	i	j	k
Spouse Employed												
N/A	Most important	0	16	46	4	34	37	1	19	9	9	4
	2nd important	0	11	21	9	48	51	6	17	4	10	3
	3rd important	6	8	12	17	40	25	7	21	13	26	4
No	Most important	0	42	176	4	74	104	0	31	18	11	4
	2nd important	6	30	82	27	116	117	7	35	21	20	0
	3rd important	15	34	47	40	108	79	20	38	16	65	2
Yes	Most important	1	45	406	6	99	153	6	48	18	22	7
	2nd important	7	46	121	53	190	234	16	60	44	35	2
	3rd important	20	60	96	53	199	145	22	83	46	76	4
a - None	d - Social											
b - Personal	e - Locale											
c - Family	f - Economic/Financial											
	g - Job Relationships											
	h - Job Opportunities											
	i - Job Compensation											
	j - Job Situation											
	k - Other											

TABLE K7 CONT'D

SELECTION OF THE FACTORS OF MOBILITY
DECISION: WILL NOT MOVE
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

	a	b	c	d	e	f	g	h	i	j	k
Will Spouse Move											
N/A											
Most important	0	40	121	5	67	92	1	32	16	14	6
2nd important	4	19	62	18	107	106	10	31	13	19	3
3rd important	16	25	38	33	85	51	22	40	20	57	5
No											
Most important	1	31	214	3	49	53	1	8	5	4	4
2nd important	2	28	62	38	95	99	4	23	11	10	1
3rd important	7	33	32	38	101	86	7	22	16	29	1
Yes											
Most important	0	31	287	6	90	148	5	57	24	24	5
2nd important	7	38	100	35	149	193	15	58	43	34	1
3rd important	18	45	87	38	157	107	20	79	38	78	4

a - None	d - Social	g - Job Relationships	j - Job Situation
b - Personal	e - Locale	h - Job Opportunities	k - Other
c - Family	f - Economic/Financial	i - Job Compensation	

Research Question 20. What percentage of the respondents agree or disagree that a geographically mobile civilian work force is important to the Air Force?

Respondents were asked to indicate their agreement of Survey Question 56, which stated "Geographic mobility is important in providing the Air Force with the best qualified people." Out of 1570 responses received to this question, 745 individuals agreed that geographic mobility is important in providing the Air Force with the best qualified personnel, while 577 disagreed that it was important. This indicated that 47.5 percent of the individuals surveyed believe mobility provides the best qualified personnel versus 36.8 percent who do not agree.

All of the respondents were then divided according to their response to Survey Question 56, and then further subdivided by the demographic characteristics. The raw data pertinent to this question are continued in Table 88-93. Table 94 contains the highest percentages for "Agree" and "Disagree" for each demographic characteristic.

Research Question 21. What percentage of the respondents agree or disagree that geographic mobility is necessary to adequately prepare civilian logisticians for senior level positions?

The respondents were asked to indicate their agreement of Survey Question 57, which stated that "Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions." Of the

TABLE 88

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT LOCATION

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>
Overall Sample	186	391	248	540	205	1570
						Mean
Current Location	183	381	244	523	197	1528
HQ AFLC/WPAFB OH	11	26	23	53	32	145
OC-ALC/TAFB OK	37	63	31	49	20	200
OO-ALC/HAFB UT	32	68	33	66	15	214
SA-ALC/KAFB TX	32	62	27	69	18	208
SM-ALC/MAFB CA	20	44	36	35	7	142
WR-ALC/RAFB GA	23	45	24	62	14	168
AD/EAFB FL	3	5	4	6	1	19
ASD/WPAFB OH	2	4	8	16	4	34
BMO/NAFB CA	0	2	3	2	3	10
ESD/HAFB MA	0	5	0	6	3	14
SD/LAAFS CA	0	0	5	6	3	14
HQ USAF PENT	1	0	3	7	7	18
OTHER	22	57	47	146	70	342
=====						
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 89

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS OF FEDERAL SERVICE

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

	Strongly Disagree	Disagree	Neither Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	186	391	248	540	205	1570	3.12
Federal Service	186	391	248	540	205	1570	3.12
Under 5 Years	1	5	3	10	6	25	3.60
5 - 9 Years	1	16	10	25	12	64	3.48
10- 14 Years	7	36	34	47	15	139	3.19
15 - 19 Years	20	48	40	60	38	206	3.23
20 - 24 Years	48	69	60	104	41	322	3.07
25 - 29 Years	45	102	35	122	34	338	2.99
30 - 34 Years	47	82	44	107	38	318	3.02
Over 35 years	17	33	22	65	21	158	3.25
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 90

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS PRIOR MILITARY SERVICE

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	186	391	248	540	205	1570	3.12
Military Service	186	391	247	539	204	1567	3.12
None	70	158	100	179	47	554	2.95
Under 5 years	88	185	96	231	80	680	3.04
5 - 9 years	10	20	16	35	16	97	3.28
10 - 14 years	5	8	12	15	14	54	3.46
15 - 19 years	2	3	0	7	2	14	3.29
20 - 24 years	9	15	17	48	35	124	3.69
25 - 29 years	2	2	5	17	9	35	3.85
30 - 34 years	0	0	1	7	1	9	4.00
Over 35 years	0	0	0	0	0	0	--

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 91

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT GRADE, LOGISTICS CAREER GROUP, AND GENDER

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>
Overall Sample	186	391	248	540	205	1570
						Mean
Current Grade						3.12
GS/GM-12	201	304	441	437	182	1557
GS/GM-13	50	150	107	225	93	625
GS/GM-14	77	149	93	203	61	583
GS/GM-15	44	62	36	79	37	258
	14	28	9	30	10	91
						2.93
Group						
Transportation	186	391	247	538	204	1566
Supply and Dist	4	11	13	47	29	104
Maint and Prod Mgt	14	37	26	79	33	189
Logistics Mgt	27	61	30	94	23	235
Program Mgt	93	176	108	197	56	630
Acquisition Mgt	23	44	28	49	23	167
Other	10	30	25	42	23	130
	15	32	17	30	17	111
						3.02
Gender						
Male	183	391	246	537	205	1562
Female	166	330	200	475	192	1363
	17	61	46	62	13	199
						2.96
=====						
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 92

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY HOUSING STATUS, AGE, AND MARITAL STATUS

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	186	391	248	540	205	1570	3.12
Housing Status							
Rent	177	377	241	515	195	1505	3.12
Own	12	15	9	28	24	88	3.42
	165	362	232	487	171	1417	3.10
Age							
Under 35 years	175	376	239	518	197	1505	3.12
36 - 45 years	3	21	11	19	4	58	3.00
46 - 55 years	54	111	98	145	61	469	3.10
Over 55 years	98	208	98	276	106	786	3.11
	20	36	32	78	26	192	3.28
Marital Status							
Not Married	174	377	242	518	195	1506	3.12
Married	15	57	30	51	23	176	3.06
	159	320	212	467	172	1330	3.13
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 93

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Survey Question #56: Geographic mobility is important in providing
the Air Force with the best qualified personnel.

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	186	391	248	540	205	1570	3.12
Spouse Employed	173	375	244	517	194	1530	3.12
N/A	19	60	32	51	21	183	2.97
No	64	97	66	178	73	478	3.21
Yes	90	218	146	288	100	842	3.11
Will Spouse Move	175	371	239	514	192	1491	3.12
N/A	48	102	63	135	58	406	3.13
No	67	117	66	114	27	391	2.79
Yes	60	152	110	265	107	694	3.30
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 94

PERCENTAGE OF LOGISTICIAN WHO AGREE/DISAGREE
GEOGRAPHIC MOBILITY IS IMPORTANT IN PROVIDING QUALIFIED PEOPLE

DEMOGRAPHIC CHARACTERISTIC	HIGHEST PERCENTAGE	
	AGREE	DISAGREE
Current Location	HQ USAF - 77.78	OC-ALC - 50.00
Years of Federal Service	> 5 years - 64.00	25 - 29 years - 43.49
Years Prior Military Service	30 - 34 years - 88.89	None - 41.16
		> 5 years - 40.15
Current Grade	GS/GM-12 - 50.88	GS/GM-15 - 46.15
Gender	Male - 48.94	Female - 39.20
Housing Status	Rent - 59.09	Own - 37.19
Career Group	Transp - 73.08	Log Mgt - 42.70
		Other - 42.34
Age	Over 55 years - 54.17	46 - 55 years - 38.93
Marital Status	Married - 48.05	Not Married - 40.91
Spouse Employed	No - 52.51	*Yes - 36.58
Will Spouse Move	Yes - 53.60	No - 47.06

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 20

1568 people who responded to this question, 620 or 39.54 percent stated disagreement, while 713 or 45.47 percent stated they agreed with the statement. The raw data associated with this question are contained in Table 95-100. Table 101 displays the highest percentages for "Agree" and "Disagree" for each demographic characteristic.

Research Question 22. What percentage of the respondents agree or disagree that it is possible to receive career broadening experience without being geographically mobile?

The respondents were asked to indicate their agreement with Survey Question 58, which stated that "It is possible to receive career broadening experience without being geographic mobile." Of the 1571 people who responded to this question, 237 or 15.09 percent indicated disagreement, while 1192 or 75.88 percent stated they agreed with the statement. The raw data pertinent to this question are located in Table 102-107. The highest percentage for "Agree" and "Disagree" for each demographic characteristic is displayed in Table 108.

Research Question 23. What percentage of the respondents agree or disagree that demographic mobility is necessary to enhance their careers?

The respondents were asked to indicate their agreement with Survey Question 60, which stated that "Being geographic mobile will be beneficial to my career in the future." Of

TABLE 95

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT LOCATION

Survey Question #57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u> <u>Mean</u>
Overall Sample	185	435	235	486	227	1568 3.09
Current Location	183	424	230	469	223	1529 3.08
HQ AFLC/WPAFB OH	17	27	19	42	40	145 3.42
OC-ALC/TAFB OK	37	76	28	45	14	200 2.62
OO-ALC/HAFB UT	38	65	43	49	18	213 2.74
SA-ALC/KAFB TX	34	60	32	58	25	209 2.90
SM-ALC/MAFB CA	11	52	34	37	8	142 2.85
WR-ALC/RAFB GA	22	61	24	44	16	167 2.83
AD/EAFB FL	2	3	4	9	1	19 3.21
ASD/WPAFB OH	3	6	7	13	5	34 3.32
BMO/NAFB CA	0	4	0	4	2	10 3.40
ESD/HAFB MA	1	6	3	2	2	14 2.86
SD/LAAFS CA	0	2	1	9	2	14 3.79
HQ USAF PENT	1	2	1	8	6	18 3.89
OTHER	17	60	34	149	84	344 3.65
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 96

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS OF FEDERAL SERVICE

Survey Question #57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	185	435	235	486	227	1568	3.09
Federal Service	188	435	235	486	227	1571	3.08
Under 5 years	2	0	1	13	10	26	4.12
5 - 9 years	1	15	8	27	13	64	3.56
10 - 14 years	7	34	30	51	17	139	3.27
15 - 19 years	22	51	37	53	44	207	3.22
20 - 24 years	44	94	53	92	39	322	2.96
25 - 29 years	45	107	47	100	39	338	2.94
30 - 34 years	48	92	40	98	39	317	2.96
Over 35 years	19	42	19	52	26	158	3.15
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 97

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS PRIOR MILITARY SERVICE

Survey Question #57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u> <u>Mean</u>
Overall Sample	185	435	235	486	227	1568 3.09
Military Service	188	434	234	486	226	1568 3.08
None	78	169	97	154	57	555 2.90
Under 5 years	83	212	96	197	91	679 3.00
5 - 9 years	12	24	16	33	12	97 3.09
10 - 14 years	4	7	9	22	13	55 3.60
15 - 19 years	1	2	2	6	3	14 3.57
20 - 24 years	9	16	7	55	38	125 3.78
25 - 29 years	1	4	5	14	10	34 3.82
30 - 34 years	0	0	2	5	2	9 4.00
Over 35 years	0	0	0	0	0	0 --
=====						
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 98

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT GRADE, LOGISTICS CAREER GROUP, AND GENDER

Survey Question #57: Geographic mobility is necessary to adequately
prepare civilian logisticians for senior level management positions.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	185	435	235	486	227	1568	3.09
Current Grade	187	435	233	482	221	1558	3.07
GS/GM-12	53	165	110	213	84	625	3.18
GS/GM-13	72	167	82	179	83	583	3.06
GS/GM-14	45	75	34	63	42	259	2.93
GS/GM-15	17	28	7	27	12	91	2.88
Group	188	434	234	485	226	1567	3.08
Transportation	6	13	11	48	26	104	3.72
Supply and Dist	16	37	34	71	30	188	3.33
Maint and Prod Mgt	22	74	42	75	23	236	3.01
Logistics Mgt	96	195	95	164	82	632	2.91
Program Mgt	22	44	20	52	28	166	3.12
Acquisition Mgt	11	38	20	46	15	130	3.12
Other	15	33	12	29	22	111	3.09
Gender	186	433	235	481	227	1562	3.08
Male	168	365	195	428	206	1362	3.10
Female	18	68	40	53	21	200	2.96

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 99

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY HOUSING STATUS, AGE, AND MARITAL STATUS

Survey Question #57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	185	435	235	486	227	1568	3.09
Housing Status							
Rent	181	420	227	460	216	1504	3.07
Own	8	17	11	29	23	88	3.48
	173	403	216	431	193	1416	3.05
Age							
Under 35 years	181	418	228	459	219	1505	3.08
36 - 45 years	3	15	11	24	5	58	3.22
46 - 55 years	53	120	96	134	66	469	3.09
Over 55 years	104	231	103	228	118	784	3.03
	21	52	18	73	30	194	3.20
Marital Status							
Not Married	179	419	229	461	218	1506	3.08
Married	17	52	33	49	26	177	3.08
	162	367	196	412	192	1329	3.08

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 100

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Survey Question #57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	185	435	235	486	227	1568	3.09
Spouse Employed	178	417	230	462	216	1503	3.08
N/A	21	55	34	48	26	184	3.02
No	60	124	65	166	65	480	3.11
Yes	97	238	131	248	125	839	3.08
Will Spouse Move	180	412	224	459	216	1491	3.16
N/A	48	105	67	127	60	407	3.11
No	63	138	63	98	31	393	2.99
Yes	69	169	94	234	125	691	3.26

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 101

PERCENTAGE OF LOGISTICIANS WHO AGREE/DISAGREE
GEOGRAPHIC MOBILITY IS NECESSARY FOR SENIOR MANAGERS

DEMOGRAPHIC CHARACTERISTIC	HIGHEST PERCENTAGE AGREE	HIGHEST PERCENTAGE DISAGREE
Current Location	SD - 78.57 HQ USAF - 77.78	OC-ALC - 56.50
Years of Federal Service	> 5 years - 88.46	25 - 29 years - 44.97 30 - 34 years - 44.16
Years Prior Military Service	30 - 34 years - 77.78	None - 44.50 > 5 years - 43.45
Current Grade	GS/GM-12 - 47.52	GS/GM-15 - 49.45
Gender	Male - 46.55	Female - 43.00
Housing Status	Rent - 59.09	Own - 40.68
Career Group	Transp - 71.15	Log Mgt - 46.04
Age	Over 55 years - 53.09	46 - 55 years - 42.73
Marital Status	Married - 45.45	Not Married - 38.98
Spouse Employed	No - 48.13	*Yes - 39.93
Will Spouse Move	Yes - 51.95	No - 34.47

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 21

TABLE 102

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT LOCATION

Survey Question #58: Is it possible to receive career broadening experience without being geographically mobile?

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	53	184	142	806	386	1571	3.82
Current Location	52	178	141	780	377	1528	3.82
HQ AFLC/WPAFB OH	11	24	14	62	33	144	3.57
OC-ALC/TAFB OK	4	10	14	108	64	200	4.09
OO-ALC/HAFB UT	4	15	10	115	70	214	4.08
SA-ALC/KAFB TX	10	16	19	104	60	209	3.90
SM-ALC/MAFB CA	1	9	8	90	34	142	4.04
WR-ALC/RAFB GA	3	7	12	86	58	166	4.14
AD/EAFF FL	0	5	3	9	2	19	3.42
ASD/WPAFB OH	2	7	4	13	8	34	3.53
BMO/NAFB CA	0	1	4	4	1	10	3.50
ESD/HAFB MA	0	2	2	10	0	14	3.57
SD/LAASF CA	0	4	2	7	1	14	3.36
HQ USAF PENT	2	4	0	10	2	18	3.33
OTHER	15	74	49	162	44	344	3.42

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 103

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS OF FEDERAL SERVICE

Survey Question #58: Is it possible to receive career broadening experience without being geographically mobile?

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	53	184	142	806	386	1571	3.82
Federal Service	53	184	142	806	386	1571	3.82
Under 5 years	4	7	2	10	2	25	2.96
5 - 9 years	5	7	8	33	11	64	3.59
10 - 14 years	3	19	13	69	35	139	3.82
15 - 19 years	7	21	18	108	52	206	3.86
20 - 24 years	10	32	25	176	80	323	3.88
25 - 29 years	5	41	30	168	94	338	3.90
30 - 34 years	10	34	31	163	80	318	3.85
Over 35 years	9	23	15	79	32	158	3.65

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 104

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS PRIOR MILITARY SERVICE

Survey Question #58: Is it possible to receive career broadening
experience without being geographically mobile?

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	53	184	142	806	386	1571	3.82
Military Service	53	183	142	804	386	1568	3.82
None	9	44	40	302	159	554	4.01
Under 5 years	24	76	62	347	172	681	3.83
5 - 9 years	3	13	6	49	26	97	3.85
10 - 14 years	2	4	13	26	10	55	3.69
15 - 19 years	0	1	2	8	3	14	3.93
20 - 24 years	11	35	11	54	13	124	3.19
25 - 29 years	3	7	8	14	2	34	3.15
30 - 34 years	1	3	0	4	1	9	3.11
Over 35 years	0	0	0	0	0	0	--
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 105

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT GRADE, LOGISTICS CAREER GROUP, AND GENDER

Survey Question #58: Is it possible to receive career broadening
experience without being geographically mobile?

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	53	184	142	806	386	1571	3.82
Current Grade							
GS/GM-12	52	182	142	797	385	1558	3.82
GS/GM-13	17	81	61	331	136	626	3.78
GS/GM-14	18	69	62	305	130	584	3.79
GS/GM-15	12	23	17	124	82	258	3.93
GS/GM-15	5	9	2	37	37	90	4.02
Group							
Trnasportation	53	182	142	804	386	1567	3.82
Supply and Dist	7	26	13	45	13	104	3.30
Maint and Prod Mgt	6	24	24	106	29	189	3.68
Logistics Mgt	7	22	18	126	63	236	3.92
Program Mgt	20	59	57	312	181	629	3.91
Acquisition Mgt	6	16	12	92	41	167	3.87
Other	2	23	7	66	32	130	3.79
Other	5	12	11	57	27	112	3.79
Gender							
Male	53	183	140	802	384	1562	3.82
Female	49	167	119	693	334	1362	3.80
Female	4	16	21	109	50	200	3.93

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 106

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY HOUSING STATUS, AGE, AND MARITAL STATUS

Survey Question #58: Is it possible to receive career broadening experience without being geographically mobile?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	53	184	142	806	386	1571	3.82
Housing Status							
Rent	52	173	135	768	376	1504	3.83
Own	4	19	11	37	17	88	3.50
	48	154	124	731	359	1416	3.85
Age							
Under 35 years	53	174	136	770	372	1505	3.82
36 - 45 years	1	8	3	29	17	58	3.91
46 - 55 years	12	40	44	248	124	468	3.92
Over 55 years	27	98	72	388	201	786	3.81
	13	28	17	105	30	193	3.58
Marital Status							
Not Married	53	173	136	771	373	1506	3.82
Married	5	19	15	98	40	177	3.84
	48	154	121	673	333	1329	3.82
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 107

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Survey Question #58: Is it possible to receive career broadening
experience without being geographically mobile?

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	53	184	142	806	386	1571	3.82
Spouse Employed	53	173	135	769	373	1503	3.82
N/A	6	17	15	102	44	184	3.88
No	20	71	36	232	119	478	3.75
Yes	27	85	84	435	210	841	3.85
Will Spouse Move	52	171	136	760	372	1491	3.82
N/A	18	51	32	199	107	407	3.80
No	9	36	30	190	126	391	3.99
Yes	25	84	74	371	139	693	3.74

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 108

PERCENTAGE OF LOGISTICIAN WHO AGREE/DISAGREE
CAREER BROADENING IS POSSIBLE WITHOUT GEOGRAPHIC MOBILITY

DEMOGRAPHIC CHARACTERISTIC	HIGHEST PERCENTAGE AGREE	HIGHEST PERCENTAGE DISAGREE
Current Location	SM-ALC - 87.32 WR-ALC - 86.75 OO-ALC - 86.45	HQ USAF - 33.33
Years of Federal Service	20 - 24 years - 79.26	> 5 years - 44.00
Years Prior Military Service	None - 83.21	30 - 34 years - 44.44
Current Grade	GS/GM-15 - 82.22	GS/GM-12 - 15.65 GS/GM-15 - 15.56
Gender	Female - 79.50	Male - 15.86
Housing Status	Own - 76.98	Rent - 26.14
Career Group	Maint & Prod - 80.80 Program Mgt - 79.64	Transp - 31.73
Age	36 - 45 years - 79.49 Under 35 years - 79.31	Over 55 years - 21.24
Marital Status	Not Married - 77.97	Married - 15.20
Spouse Employed	*Yes - 76.69	No - 38.33
Will Spouse Move	No - 80.82	Yes - 15.73

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 22

the 1569 people who responded to this question, 509 or 32.44 percent disagreed, while 616 or 39.26 percent stated they agreed with the statement. The raw data for this question are located in Table 109-114. See Table 115 for the highest percentages for "Agree" and "Disagree" for each demographic characteristic.

Research Question 24. What percentage of the respondents agree or disagree that being geographically mobile has been beneficial to their careers?

The respondents were asked to indicate their agreement with Survey Question 59, which stated that "Being geographic mobile has been beneficial to my career." Of the 1567 people who responded to this question, 618 or 39.44 percent indicated disagreement, while 438 or 27.95 percent stated they agreed with the statement. Raw data for this question can be found in Tables 116-121. Table 122 displays the highest percentage for "Agree" and "Disagree" for each demographic characteristic.

For survey question 56 - 60, which provide the data for Research Question 20 - 24, the respondents were asked to provide comments besides registering their agreement. This was done to further explore the Air Force civilian logistician's perceptions on the subject of geographic mobility. The researcher read each individual comment and grouped them, whenever possible, into general statement categories. Great care was taken by the researcher to

TABLE 109

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT LOCATION

Survey Question #60: Being geographically mobile will be beneficial to my career in the future.

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	203	306	444	431	185	1569	3.06
Current Location	196	299	437	417	177	1526	3.05
HQ AFLC/WPAFB OH	14	25	36	40	30	145	3.32
OC-ALC/TAFB OK	50	37	66	36	10	199	2.59
OO-ALC/HAFB UT	31	49	60	59	15	214	2.90
SA-ALC/KAFB TX	24	49	59	56	21	209	3.00
SM-ALC/MAFB CA	13	29	45	48	7	142	3.05
WR-ALC/RAFB GA	27	40	53	35	11	166	2.78
AD/EAFF FL	1	6	7	3	2	19	2.95
ASD/WPAFB OH	3	3	9	13	6	34	3.47
BMO/NAFB CA	0	3	0	3	3	9	3.67
ESD/HAFB MA	0	4	6	2	2	14	3.14
SD/LAAFS CA	1	3	2	5	2	13	3.31
HQ USAF PENT	1	4	4	4	5	18	3.44
OTHER	31	47	90	113	63	344	3.38
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 110
MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS OF FEDERAL SERVICE

Survey Question #60: Being geographically mobile will be beneficial to my career in the future.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	203	306	444	431	185	1569	3.06
Federal Service	203	306	444	431	185	1569	3.06
Under 5 years	1	2	6	10	7	26	3.77
5 - 9 years	1	6	20	27	10	64	3.61
10 - 14 years	9	22	29	59	20	139	3.42
15 - 19 years	19	22	56	73	37	207	3.42
20 - 24 years	36	47	100	98	42	323	3.20
25 - 29 years	48	76	93	92	28	337	2.93
30 - 34 years	60	79	96	52	30	317	2.73
Over 35 years	29	52	44	20	11	156	2.56

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 111

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS PRIOR MILITARY SERVICE

Survey Question #60: Being geographically mobile will be beneficial to my career in the future.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	203	306	444	431	185	1569	3.06
Military Service	203	306	443	429	185	1566	3.06
None	78	105	151	161	59	554	3.03
Under 5 years	101	157	195	162	62	677	2.89
5 - 9 years	9	17	26	31	14	97	3.25
10 - 14 years	4	7	15	21	8	55	3.40
15 - 19 years	0	1	4	5	4	14	3.86
20 - 24 years	9	11	36	40	29	125	3.55
25 - 29 years	1	7	13	5	9	35	3.40
30 - 34 years	1	1	3	4	0	9	3.11
Over 35 years	0	0	0	0	0	0	--
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 112

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT GRADE, LOGISTICS CAREER GROUP, AND GENDER

Survey Question #60: Being geographically mobile will be beneficial
to my career in the future.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u> <u>Mean</u>
Overall Sample	203	306	444	431	185	1569 3.06
Current Grade	201	304	441	437	182	1565 3.06
GS/GM-12	65	119	195	179	68	626 3.11
GS/GM-13	71	110	170	176	64	591 3.09
GS/GM-14	40	57	60	65	35	257 2.99
GS/GM-15	25	18	16	17	15	91 2.77
Group	203	306	443	428	185	1565 3.05
Transportation	7	16	36	21	24	104 3.38
Supply and Dist	19	37	61	49	23	189 3.11
Maint and Prod Mgt	24	45	63	81	21	234 3.13
Logistics Mgt	96	131	179	158	66	630 2.95
Program Mgt	23	33	40	51	20	167 2.07
Acquisition Mgt	12	23	37	40	17	129 3.21
Other	22	21	27	28	14	112 2.92
Gender	202	305	441	428	185	1561 3.06
Male	177	268	388	363	165	1361 3.05
Female	25	37	53	65	20	200 3.09
=====						
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 113

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY HOUSING STATUS, AGE, AND MARITAL STATUS

Survey Question #60: Being geographically mobile will be beneficial
to my career in the future.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	203	306	444	431	185	1569	3.06
Housing Status	196	292	429	412	174	1503	3.05
Rent	7	14	23	21	23	88	3.44
Own	189	278	406	391	151	1415	3.03
Age	196	289	430	413	176	1504	3.06
Under 35 years	1	6	17	29	5	58	3.53
36 - 45 years	41	61	126	169	72	469	3.36
46 - 55 years	118	164	229	185	88	784	2.95
Over 55 years	36	58	58	30	11	193	2.60
Marital Status	196	293	429	411	176	1505	3.05
Not Married	25	29	54	44	25	177	3.08
Married	171	264	375	367	151	1328	3.05
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 114

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Survey Question #60: Being geographically mobile will be beneficial
to my career in the future.

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	203	306	444	431	185	1569	3.06
Spouse Employed	195	293	430	409	175	1502	3.05
N/A	27	32	56	45	24	184	3.04
No	70	98	133	132	46	479	2.97
Yes	98	163	241	232	105	839	3.10
Will Spouse Move	197	288	426	407	172	1490	3.05
No	62	77	115	105	46	405	2.99
Yes	68	109	114	78	24	393	2.70
	67	102	197	224	102	692	3.28

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 115

PERCENTAGE OF LOGISTICIAN WHO AGREE/DISAGREE
GEOGRAPHIC MOBILITY IS NECESSARY TO ENHANCE CAREER

DEMOGRAPHIC CHARACTERISTIC	HIGHEST PERCENTAGE AGREE	HIGHEST PERCENTAGE DISAGREE
Current Location	BMO - 66.67	OC-ALC - 43.72
Years of Federal Service	> 5 years - 65.38	35 or > years - 51.92
Years Prior Military Service	15 - 19 years - 64.29	> 5 years - 38.11
Current Grade	GS/GM-13 - 40.61 GS/GM-12 - 39.46	GS/GM-15 - 47.25
Gender	Female - 42.50	Male - 32.70
Housing Status	Rent - 50.00	Own - 33.00
Career Group	Acq Mgt - 44.19 Maint & Prod - 43.59 Transp - 43.27	*Log Mgt - 36.03
Age	Under 35 years - 58.62	Over 55 years - 48.70
Marital Status	Not Married - 38.98	Married - 32.76
Spouse Employed	Yes - 40.17	No - 35.07
Will Spouse Move	Yes - 47.11	No - 45.04

*"Other" had a higher percentage but was not included because these individuals were employed in a conglomerate of different career groups which were not identified.

Research Question: 23

TABLE 116

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT LOCATION

Survey Question #59: Being geographically mobile has been beneficial
to my career.

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	285	333	511	264	174	1567	2.81
Current Location	276	327	498	256	168	1525	2.81
HQ AFLC/WPAFB OH	25	21	37	35	27	145	3.12
OC-ALC/TAFB OK	53	52	77	11	6	199	2.32
OO-ALC/HAFB UT	44	53	87	21	9	214	2.52
SA-ALC/KAFB TX	51	53	67	27	11	209	2.49
SM-ALC/MAFB CA	19	30	61	23	8	141	2.79
WR-ALC/RAFB GA	38	44	56	20	8	166	2.49
AD/EAFF FL	1	7	6	4	1	19	2.84
ASD/WPAFB OH	2	7	9	6	10	34	3.44
BMO/NAFB CA	0	1	2	5	2	10	3.80
ESD/HAFB MA	0	1	5	4	4	14	3.79
SD/LAAFS CA	0	2	2	5	5	14	3.93
HQ USAF PENT	2	0	4	5	7	18	3.83
OTHER	41	56	85	90	70	342	3.27
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 117

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS OF FEDERAL SERVICE

Survey Question #59: Being geographically mobile has been beneficial
to my career.

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	285	333	511	264	174	1567	2.81
Federal Service	285	333	511	264	174	1567	2.81
Under 5 years	4	1	8	6	6	25	3.36
5 - 9 years	6	15	18	14	11	64	3.14
10 - 14 years	18	25	49	26	21	139	3.05
15 - 19 years	31	35	64	41	35	206	3.07
20 - 24 years	60	67	118	44	34	323	2.77
25 - 29 years	78	76	102	52	28	336	2.63
30 - 34 years	68	73	104	48	25	318	2.65
Over 35 years	20	41	48	33	14	156	2.87
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 118

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY YEARS PRIOR MILITARY SERVICE

Survey Question #59: Being geographically mobile has been beneficial to my career.						
=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u> <u>Mean</u>
Overall Sample	285	333	511	264	174	1567 2.81
Military Service	285	332	511	262	174	1564 2.81
None	116	111	186	87	53	553 2.73
Under 5 years	127	165	222	102	61	677 2.71
5 - 9 years	16	18	36	13	14	97 2.91
10 - 14 years	10	6	17	12	10	55 3.11
15 - 19 years	3	4	4	1	2	14 2.64
20 - 24 years	10	21	33	35	25	124 3.35
25 - 29 years	2	5	12	9	7	35 3.40
30 - 34 years	1	2	1	3	2	9 3.33
Over 35 years	0	0	0	0	0	0 --
Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5						

TABLE 119

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY CURRENT GRADE, LOGISTICS CAREER GROUP, AND GENDER

Survey Question #59: Being geographically mobile has been beneficial
to my career.

=====						
	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>
Overall Sample	285	333	511	264	174	1567
						2.81
Current Grade						
GS/GM-12	282	333	508	258	173	1554
GS/GM-13	92	151	244	85	50	622
GS/GM-14	108	118	180	104	73	583
GS/GM-15	60	45	68	47	38	258
	22	19	16	22	12	91
						2.81
Group						
Transportation	285	331	510	263	174	1563
Supply and Dist	8	21	29	20	25	103
Maint and Prod Mgt	24	36	67	37	24	188
Logistics Mgt	39	58	92	29	16	234
Program Mgt	130	145	205	90	59	629
Acquisition Mgt	36	31	54	30	16	167
Other	19	22	30	38	21	130
	29	18	33	19	13	112
						2.72
Gender						
Male	284	331	508	261	174	1558
Female	240	288	442	228	160	1358
	44	43	66	33	14	200
						2.65
=====						
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5		

TABLE 120

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY HOUSING STATUS, AGE, AND MARITAL STATUS

Survey Question #59: Being geographically mobile has been beneficial to my career.

=====

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Mean
Overall Sample	285	333	511	264	174	1567	2.81
Housing Status							
Rent	273	315	497	251	166	1502	2.81
Own	15	14	16	16	26	87	3.28
	258	301	481	235	140	1415	2.79
Age							
Under 35 years	272	315	496	252	167	1502	2.82
36 - 45 years	7	9	25	10	7	58	3.02
46 - 55 years	76	91	162	73	66	468	2.92
Over 55 years	155	174	255	120	81	785	2.74
	34	41	54	49	13	191	2.82
Marital Status							
Not Married	272	318	493	252	168	1503	2.82
Married	37	32	63	26	19	177	2.76
	235	286	430	226	149	1326	2.83
Strongly Disagree = 1	Disagree = 2	Neither = 3	Agree = 4	Strongly Agree = 5			

TABLE 121

MOBILITY OPINIONS OF AIR FORCE CIVILIAN LOGISTICIANS
BY SPOUSE EMPLOYED AND SPOUSE WILLINGNESS TO MOVE

Survey Question #59: Being geographically mobile has been beneficial
to my career.

=====

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Agree Nor Disagree</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Total</u>	<u>Mean</u>
Overall Sample	285	333	511	264	174	1567	2.81
Spouse Employed	272	315	495	252	166	1500	2.82
N/A	41	36	64	26	17	184	2.68
No	81	102	148	93	54	478	2.87
Yes	150	177	283	133	95	838	2.82
Will Spouse Move	270	314	487	252	165	1488	2.82
N/A	74	72	137	78	45	406	2.87
No	90	117	122	39	21	389	2.44
Yes	106	125	228	135	99	693	2.99

Strongly Disagree = 1 Disagree = 2 Neither = 3 Agree = 4 Strongly Agree = 5

TABLE 122

PERCENTAGE OF LOGISTICIANS WHO AGREE/DISAGREE
GEOGRAPHIC MOBILITY HAS BEEN BENEFICIAL

DEMOGRAPHIC CHARACTERISTIC	HIGHEST PERCENTAGE AGREE	HIGHEST PERCENTAGE DISAGREE
Current Location	SD - 71.43 BMO - 70.00	OC-ALC - 52.76
Years of Federal Service	> 5 years - 48.00	25 - 29 years - 45.83 30 - 34 years - 44.34
Years Prior Military Service	30 - 34 years - 55.56	15 - 19 years - 50.00
Current Grade	GS/GM-15 - 37.36	GS/GM-15 - 45.05
Gender	Male - 28.57	Female - 43.50
Housing Status	Rent - 48.28	Own - 39.51
Career Group	Acq Mgt - 45.38	Log Mgt - 43.72
Age	Over 55 years - 32.46	46 - 55 years - 41.91
Marital Status	Married - 28.28	Not Married - 38.98
Spouse Employed	No - 30.75	*Yes - 39.02
Will Spouse Move	Yes - 33.77	No - 53.21

* "Not Applicable" had a higher percentage but was not included because those who selected "Not Applicable" had already been counted under the Marital Status category "Not Married."

Research Question: 24

ensure that comments were taken as written by the respondent and not interpreted to fit the general statement categories. The comments were tallied by the respondents' grade and their Lickert scale responses to each question. This procedure revealed that some general ideas or perceptions were shared by many respondents. The results of this analysis are presented in Appendix C.

There were five possible responses to Survey Question 56 - 60 ranging from strongly disagree to strongly agree. For question 56, which asked if the respondent agreed with the statement "Geographic mobility is important in providing the Air Force with the best qualified personnel," four comments seemed to prevail. The first general comment said that if there are enough civilians to choose from a given location, positions should be filled locally. There were 13 respondents who provided this comment. The second general comment was that geographic mobility does not necessarily make an individual better qualified. There were 60 respondents who expressed this comment. There were 18 individuals who felt that the stability, continuity, and corporate memory provided by the civilian work force should not be disrupted by mobility. There were 41 respondents who felt that it was important that the best personnel be made available where they are most needed.

Survey Question 57 asked if "Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions." For this question three

comments seemed to prevail. First, 49 of the respondents felt that senior management needed managerial experience from multiple locations and positions. The second comment, was again as in Survey Question 56, that geographic mobility does not necessarily make an individual better qualified. Twenty-eight people made this comment. Lastly, 11 respondents felt that an individual's type/depth of experience was more important in preparing a senior manager than mobility.

Survey Question 58 solicited opinions on the possibility of receiving career broadening experience without being geographically mobile. Four general comments resulted from this question. Three of these comments were closely related. The first comment was that career broadening was possible by working in various fields at one location. The number of respondents who made this comment were 173. The second and third comment are subsets of the first comment. The number of respondents who felt it is feasible to gain the necessary career broadening at an Air Logistics Center (ALC) by working in different directorates was 138; 30 individuals felt that due to the many logistics functions performed at Wright-Patterson AFB, career broadening there was feasible. Only 10 respondents felt that without mobility an individual's focus is limited.

Question 59 dealt with the respondents' perception that being geographically mobile had been beneficial to their career. Two comments arose from this question. The first was simply that the individual had not made geographic

moves (211 respondents) and secondly, that not being mobile had not affected their career (30 respondents).

The last question, which requested comments, asked if being geographically mobile will be beneficial to their career in the future. Again two basic comments were present. The first stated that indeed geographic mobility would probably enhance advancement opportunities (52 respondents), and secondly, 64 respondents expressed that they did not intend to move. An additional tally was kept for those individuals who said they were close to retirement. The number of respondents who provided this information was 83.

There were five other comments, that although not tied to a particular question, and though tallies were not kept, the researcher felt were nonetheless important. Four of these comments were directly related to the role of mobility in preparing qualified logisticians. The last comment related to some individuals' perception on their promotability.

Many people felt that qualified people are available at all locations, therefore geographic mobility is not absolutely necessary. A number of individuals expressed that if local logisticians are qualified they should be considered first.

Another comment directly related to mobility's role in preparing qualified individuals was that Temporary Duty (TDY) and training can be used to help broaden an individual's experience. Many individuals felt that extended TDYs to other locations were sufficient to provide an individual with knowledge of how other locations operate and how different functions are interrelated.

Some individuals viewed geographic mobility and those who are mobile in a negative light. It was their opinion that individuals who are geographically mobile move to avoid the consequences of their actions. They felt that these people move because of their mismanagement which in turn has made them unpromotable at their present locations.

The last comment related to mobility's merits was that the logisticians who move are not necessarily the best qualified. The individuals who were of this opinion felt that just because people are mobile does not mean they can do a particular job better than someone who has not been mobile.

The fifth comment related to some individuals' perception of their promotability. A number of individuals expressed that due to their age they would not be selected or even considered for promotions or transfers to other locations.

Research Question 25. What type of career expectations do the respondents have for the rest of their Air Force careers?

Survey Question 61 offered the respondents five choices representing their perceived realistic opportunity for promotion. These choices ranged from "no further promotions" to "four or more promotions." The number of respondents that selected each choice were tallied and then divided for each demographic characteristic.

The raw data for this question are displayed in Table 123-127. A total of 1573 individuals responded to this question. Of this total, 25.43 percent believed they had no opportunity for a promotion, 48.33 percent expected one more promotion, 21.04 percent expected two more promotions, 4.58 percent expected three more promotions, and 0.76 percent expected four or more promotions.

Summary

In this chapter, the researcher has presented the results of the data manipulation as they apply to each research question. The data was simply reported as it appeared and was not interpreted by the researcher.

In the following chapter, Analysis of the Data, the researcher will present the results using the same research question by research question format. The analysis of the research questions will in turn provide answers for the research objectives. The ultimate goal of the researcher is to provide insight into the status of and the factors which influence the mobility of the Air Force civilian logistician.

TABLE 123

PERCEIVED PROMOTIONAL OPPORTUNITY
BY CURRENT LOCATION

	NUMBER OF PROMOTIONS					TOTAL	MEAN	STD DEV
	0	1	2	3	>=4			
Overall Sample	400	758	331	72	12	1573	1.07	0.843
Current Location	388	740	322	69	12	1531	1.07	0.842
HQ AFLC/WPAFB OH	32	76	33	3	1	145	1.07	0.767
OC-ALC/TAFB OK	55	105	34	3	2	199	0.95	0.772
OO-ALC/HAFB UT	59	102	43	9	0	213	1.01	0.805
SA-ALC/KAFB TX	42	107	43	18	0	210	1.18	0.847
SM-ALC/MAFB CA	40	62	33	5	1	141	1.04	0.850
WR-ALC/RAFB GA	48	95	21	3	1	168	0.89	0.724
AD/EAFB FL	5	12	1	1	0	19	0.89	0.718
ASD/WPAFB OH	5	18	8	2	0	33	1.21	0.769
BMO/NAFB CA	1	6	3	0	0	10	1.20	0.600
ESD/HAFB MA	3	7	2	2	0	14	1.21	0.940
SD/LAAFS CA	6	4	4	0	0	14	0.86	0.833
HQ UAF Pentagon	4	3	11	0	0	18	1.39	0.826
Other	88	143	86	23	7	347	1.19	0.956

TABLE 124

PERCEIVED PROMOTIONAL OPPORTUNITY
BY YEARS OF FEDERAL SERVICE AND YEARS PRIOR MILITARY SERVICE

	NUMBER OF PROMOTIONS						TOTAL	MEAN	STD DEV
	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>>=4</u>				
Overall Sample	400	758	331	72	12		1573	1.07	0.843
Federal Service	400	758	331	72	12		1573	1.07	0.844
Under 5 years	2	9	8	6	1		26	1.81	1.001
5 - 9 years	6	26	23	7	2		64	1.58	0.915
10 - 14 years	15	55	55	14	0		139	1.49	0.817
15 - 19 years	11	106	71	16	3		207	1.49	0.773
20 - 24 years	50	164	87	18	4		323	1.26	0.830
25 - 29 years	99	169	61	9	0		338	0.94	0.759
30 - 34 years	125	171	19	2	1		318	0.69	0.640
Over 35 years	92	58	7	0	1		158	0.48	0.644
Military Service	400	757	330	72	12		1571	1.07	0.844
None	99	296	128	28	4		555	1.17	0.803
Under 5 years	225	313	115	24	3		680	0.92	0.822
5 - 9 years	22	44	37	5	0		98	1.15	0.825
10 - 14 years	10	21	17	6	1		55	1.40	0.965
15 - 19 years	2	9	2	1	0		14	1.14	0.742
20 - 24 years	27	54	34	7	3		125	1.24	0.933
25 - 29 years	11	16	6	1	1		35	1.00	0.926
30 - 34 years	4	4	1	0	0		9	0.67	0.667
Over 35 years	0	0	0	0	0		0		

TABLE 125

PERCEIVED PROMOTIONAL OPPORTUNITY
BY LOGISTICS CAREER GROUP AND AGE

	NUMBER OF PROMOTIONS					TOTAL	MEAN	STD DEV
	0	1	2	3	>=4			
Overall Sample	400	758	331	72	12	1573	1.07	0.843
Career Group	399	757	330	72	12	1570	1.07	0.844
Transportation	28	43	28	3	2	104	1.12	0.902
Supply & Distr	57	92	32	6	3	190	0.98	0.858
Maint/Prod Mgt	58	120	48	10	0	236	1.04	0.785
Logistics Mgt	161	304	135	28	4	632	1.07	0.836
Program Mgt	38	78	40	12	0	268	1.15	0.852
Acquisition Mgt	29	64	26	8	1	128	1.13	0.857
Other	28	56	21	5	2	112	1.08	0.878
Age	380	729	318	67	12	1506	1.07	0.841
Under 35 years	0	19	23	15	1	58	1.97	0.809
36 - 45 years	32	219	173	40	6	470	1.51	0.796
46 - 55 years	241	422	106	11	4	784	0.87	0.727
Over 55 years	107	69	16	1	1	194	0.56	0.710

TABLE 126

PERCEIVED PROMOTIONAL OPPORTUNITY
BY CURRENT GRADE, GENDER, AND HOUSING STATUS

	NUMBER OF PROMOTIONS					TOTAL	MEAN	STD DEV
	0	1	2	3	>=4			
Overall Sample	400	758	331	72	12	1573	1.07	0.843
Current Grade	397	753	328	72	11	1561	1.07	0.841
GS/GM-12	147	290	151	38	5	631	1.15	0.873
GS/GM-13	140	274	132	30	5	581	1.12	0.860
GS/GM-14	69	146	39	4	1	259	0.93	0.713
GS/GM-15	41	43	6	0	0	90	0.61	0.609
Gender	397	754	329	72	12	1564	1.07	0.844
Male	363	649	280	62	10	1364	1.05	0.847
Female	34	105	49	10	2	200	1.21	0.814
Housing Status	381	729	317	66	12	1505	1.07	0.840
Rent	18	36	23	5	6	88	1.38	1.080
Own	363	693	294	61	6	1417	1.05	0.819

TABLE 127

PERCEIVED PROMOTIONAL OPPORTUNITY
BY MARITAL STATUS, SPOUSE EMPLOYED, AND SPOUSE WILLINGNESS TO MOVE

	<u>NUMBER OF PROMOTIONS</u>					<u>TOTAL</u>	<u>MEAN</u>	<u>STD DEV</u>
	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>>=4</u>			
Overall Sample	400	758	331	72	12	1573	1.07	0.843
Marital Status	385	728	318	67	12	1508	1.07	0.842
Not Married	30	89	52	5	1	177	1.20	0.767
Married	353	639	266	62	11	1331	1.05	0.850
Spouse Employed	382	727	317	67	12	1505	1.07	0.842
N/A	35	91	52	5	1	184	1.16	0.777
No	150	222	91	14	2	479	0.95	0.809
Yes	197	414	174	48	9	842	1.12	0.867
Will Spouse Move	381	722	313	65	12	1493	1.07	0.841
N/A	110	192	90	10	3	405	1.02	0.812
No	132	210	46	7	0	395	0.82	0.699
Yes	139	320	177	48	9	693	1.23	0.892

IV. Analysis of the Data

There are four primary objectives that drove the analysis of the data. The first was to determine the status or extent of mobility present among Air Force civilian logisticians. The analysis of that data also allowed the researcher to describe the patterns of mobility. Additionally, the factors which influence mobility were identified and finally, civilian logisticians' opinions about mobility were determined.

This chapter contains the analysis of the research data. The same question by question format used in Chapters II and III will be employed to present the analysis.

Research Objective 1

Describe the extent of mobility of Air Force civilian logisticians.

The analysis of research questions 1 - 5 provided the response to this research objective.

Research Question 1. What percentage of civilian logisticians are non-mobile, mobile, and highly mobile?

As defined in Chapter I, an individual who has not made any moves is considered "non-mobile," an employee with one or two past moves is considered "mobile," and an individual who has made three or more moves is considered "highly mobile." It was determined that 63.68 percent of

the respondents are non-mobile, 19.64 percent are mobile, and 16.69 percent are highly mobile.

There seem to be strong indications, based on the data analyzed, that individuals located at the five Air Logistics Centers (ALCs) are less mobile than individuals located at any of the other locations included in this study. The non-mobile percentages ranged from 69.18 percent for SM-ALC to 84 percent for OC-ALC, while the remaining locations' non-mobile percentages ranged from 7.14 percent to 50.48 percent. The researcher believes that the reason for this is the lower grade structure at the ALC. Due to the low grade structure, individuals at the ALCs usually progress slowly through the ranks. By the time they have become GS-12s, they have much more responsibility and authority than they would have at other locations. This may create a hesitancy to move to another location, where they would not have as much status as they do at their present location.

BMO and SD had the highest percentages of individuals who had made geographic moves. Of the individuals located at BMO, 80 percent had reported one or more moves in their careers; 92.85 of those at SD reported one or more moves in their careers. Although SD and BMO had the highest percentages of individuals who had moved in the past, it is important to note that the number of respondents from these locations are low. SD had 14 respondents and BMO had 10. Because of this, it is unwise to draw general inferences about these populations based on such limited samples.

The researcher observed that three other locations also had high percentages of individuals who had moved in the past. Those who had made one or more moves in the past from ASD were 64.17 percent, from ESD 64.29 percent, and from HQ USAF 61.11 percent. This trend indicates to the researcher there are certain locations where mobile individuals are concentrated. ..

This concentration of mobile individuals is possibly due to the opportunities available at these locations. Since these locations represent four of the five Air Force product divisions and Headquarters Air Force, it is possible to train in totally different areas which in turn would make these individuals more versatile. When analyzing the data for Research Question 6, which looked at the dominant patterns of mobility, the researcher observed that there was a flow of logisticians between a fair number of these locations (See Figures 1 - 26).

The most immobile group by prior military service were the individuals with 15 - 19 years prior military service (85.71 percent). This group was surprisingly more immobile than those individuals with no prior military service (68.17 percent). The researcher cannot explain the reason for this group's high immobile percentage.

The most mobile and highly mobile groups were those respondents with 10 - 14 years and those with 25 - 29 years prior military service, respectively. The majority of the

respondents in these two groups may have accepted the concept of mobility as presented in their military careers and therefore may see the benefits that could be derived in their civilian careers.

The GS/GM-12s were by far the most immobile group and were far ahead of the rest of the sub-categories with 76.1 percent of these individuals reporting no moves in their careers. In contrast, 36.96 percent of the GS/GM-15s were highly mobile. This seems to indicate that the more mobile an individual is the more likely they are to reach higher grades. Another explanation is the more senior an individual is the more opportunities he or she has had to move. A GS-12 may not have had as much opportunity as a GS-13, 14, or 15 to move.

Research Question 2. What percentage of civilian logisticians have moved one, two, three, or four or more times?

When analyzing the number of moves the respondents had made, the researcher found that 16.37 percent of the respondents had moved once, 3.26 percent had moved twice, 7.03 percent had moved three times and 9.66 percent had made four or more moves during their careers.

The researcher found it surprising that more logisticians had moved three or more times than had moved only once. This can be explained by the fact that out of 318 individuals who had made multiple moves (two or more),

112 or 35.22 percent had moved three times and 154 or 42.43 percent of them had made four or more moves. This situation indicates that there are a small number of individuals who strongly support mobility, for either personal or corporate reasons, and they are the ones who make the bulk of the moves.

The grand mean number of moves for the overall population was just under one move per person, 0.98, with a standard deviation of 1.4. All moves from 0 to the maximum number of moves made by each individual were used to calculate the grand mean. The range of these moves was from 0 to a surprising 16 moves.

Two locations had means much lower than the population grand mean. These locations were OC-ALC, with a mean of 0.42 moves and WR-ALC, with a mean of 0.48. SD had a particularly high grand mean, 2.5 with a standard deviation of 1.33. The mean number of moves for each demographic characteristic is contained in Tables 8, 10, 12, 14, 16, and 17.

To determine an average of how many moves the mobile respondents had made, a mobile mean was calculated. This mean was calculated by including only those individuals who had reported any moves in their careers. The overall population mobile mean was 2.69 moves with a standard deviation of 1.4. Overall all of the locations, except OO-ALC, were reasonably close to the population mobile mean.

The OO-ALC mobile mean of 3.82, indicated that although OO-ALC had a large number of non-mobile individuals (176), the 44 individuals that did move tended to have made multiple moves.

The grand mean number of moves for the years of federal service category was 0.97 with a standard deviation of 1.39. The means for the years of federal service sub-categories ranged from 0.54 to 1.23. The "less than 5 years" category had the lowest grand mean. This is not surprising though because of their relatively short careers.

The mobile mean for the years of federal service category was 2.7 with a standard deviation of 1.28. The sub-categories mobile means ranged from 1.56 for the "less than 5 years" category to 3.06 for "10 - 14 years." Although there were 88 non-mobile individuals in the "10 - 14 years" sub-category, the large mobile mean was accounted for by 32 respondents who had made multiple moves.

There were two current grade sub-categories that deviated significantly from the overall current grade grand mean of 0.97 or from the mobile mean of 2.69. The GS/GM-12s had a grand mean of only 0.5 although their mobile mean, 2.08 did not differ greatly from the overall mobile mean. This was due to the large quantity of non-mobile individuals, 480 out of 631 total respondents, within this sub-category. The GM-15s' grand and mobile means were significantly higher than those of the overall group. Their

grand mean was 2.13 and their mobile mean was 3.32. This was due to the fact that nearly two-thirds of this group's individuals had made at least one move in their careers.

Gender does not seem to be a discriminator in mobility activity. The perception is that females, because of their family ties (spouse's job, children) are much less mobile than males, the data proves otherwise. Although the males dominate all the move categories, it was never by more than 4 percentage points.

For career groups, the acquisition management grouping dominated in the one (28.5 percent), three (13.9 percent), and four or more (13.85 percent) move categories. This grouping was also the highest in the two move category at 3.1 percent. The individuals in this career field appear to be quite mobile. This could be due to the nature of this career field. Individuals in the acquisition management field are exposed to many other disciplines and points of contact at other locations. This situation might encourage the respondents to want to work at other locations in order to enhance their career potential.

Research Question 3. How current is the mobility exhibited by civilian logisticians?

The respondents were provided five year groups to indicate when they began to work at their current location. Since all survey respondents answered the question it was necessary to separate the individuals who had moved from

those who had not. The researcher manipulated the data to focus on those logisticians who had made geographic moves and the year category in which the move was made.

The researcher found that of those who had moved, 71.97 percent had made their moves prior to 1970. This means that nearly three quarters of the logisticians with past moves have not moved in at least 18 years (the data was collected in 1987). Of the individuals who had moved, 7.18 percent, did so between 1970 and 1974, 9.74 moved between 1975 and 1979, 8.21 percent moved between 1980 and 1984, and 2.91 percent reported having moved between 1985 and 1986.

Research Question 4. Do the people who are mobile or non-mobile have any common characteristics?

"Mobile," in the contexts of this question, refers to those individuals who have made a geographical move.

To answer this question, it was necessary to divide the study population into true mobile and non-mobile groups. The researcher used the information obtained for Research Question 1 and consolidated the respondents in the "mobile" and "highly mobile" categories to obtain a pure "mobile" category. These respondents' demographic characteristics were then observed to determine if the individuals that are mobile or non-mobile share any common characteristics among themselves.

There were four demographic divisions in which the individuals in one of the two categories (mobile and

non-mobile) dominated. These categories were current location, current grade, housing status, and spouse's willingness to seek employment at another location.

As mentioned in Research Question 1, when the mobile/non-mobile groups were subdivided by current location, the largest concentration of non-mobile individuals were located at the five Air Logistics Centers (ALC): OC-ALC, OO-ALC, SA-ALC, SM-ALC, and WR-ALC. Their non-mobile percentages ranged from 69.18 percent - 84 percent, while the percentage for the other locations ranged from 7.14 percent - 50.48 percent. The reasons given in Research Question 1 to explain the non-mobile tendencies of the ALC apply here.

In the current grade category, the GS/GM-15 had moved more than any other group. The percentage of individuals who were mobile in this category was 64.13 percent, while the other categories ranged from 23.93 percent - 45.56 percent. The fact that the individuals with the highest grades are the most mobile is a strong indicator of the importance of mobility in career progression.

The individuals who owned homes had moved much less than those who rented. The percentage of homeowners who were non-mobile was 65.31 percent versus 40.91 percent for the non-homeowners. Homeowners are faced with problems that non-homeowners do not have to contend with. Selling a home can pose a problem, especially if it is located in a depressed area. Additionally, if the geographic move is to

a high cost region, the individual might not be able to afford a similar home at the new location.

Another characteristic that dominated the non-mobile population was the spouse's unwillingness to seek employment at another location. Of the individuals who had been non-mobile, 80.58 percent indicated that their spouses were unwilling to seek employment elsewhere. This could be a major concern if the spouse has an established career which is not easily transferable to a new location.

Research Question 5. What percentage of the population stated they would or would not accept a move for either a lateral reassignment, a single grade promotion, or a single grade with potential for a two grade promotion?

The objective of this research question was to estimate the mobility intentions of the respondents. A response to any one or all of the reassignment questions indicates an intention, not an actual commitment to make a geographic move.

The respondents were asked to identify which locations they would accept a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion. To measure true mobility intentions, if an individual chose their current location that selection was excluded.

Out of 1582 individuals who provided a response, 77.9 percent indicated they would move for a lateral

reassignment, a single grade promotion, or a single grade with potential for a two grade promotion.

When divided by current location, OC-ALC had the lowest percentage of people who were willing to move for any one of the three types of moves. This reinforces the findings in Research Question 1. The individuals located at OC-ALC have been the least mobile in the past and their opinions about mobility do not seem to have changed since the majority want to remain immobile.

All the individuals located at BMO indicated they would move for at least one of the three types of moves. This continues the mobile trend set by these respondents as indicated by their past moves history. Since there were only ten respondents at BMO, general inferences cannot really be made.

Respondents with less than five years of federal service demonstrated a strong willingness to move. Of the individuals in this sub-category, 96.15 percent indicated they would be willing to move for at least one of the three types of moves. This willingness on the part of the newer employees could be an indication of the corporate climate or merely recognition that some mobility may be necessary in their career.

Just prior to the mailing of the Felici survey, upper level management had indicated that mobility would be a necessary ingredient in order to reach senior levels. To a

greater extent than for employees with longer Air Force careers, the newer federal employees have entered into an environment that promotes mobility as a stepping stone in career advancement. It is this researcher's personal opinion that the more junior federal employees' overwhelming willingness to move has been directly influenced by upper management desires.

Those employees with 10 - 14 years of military service also showed a very high willingness to move. Of these individuals, 89.29 percent indicated they were willing to move. The researcher believes this is an indication that although they did not remain in the military, they were in long enough to accept the military philosophy of personnel rotation and believe in its merits.

Research Objective 2

What are the patterns of mobility of Air Force civilian logisticians?

The following questions will be analyzed to answer this research objective.

Research Question 6. For each major geographic location at which civilian logisticians are located, what is the pattern of mobility?

The results of this analysis are tabulated in Table 38. Additionally, the patterns of mobility are identified graphically in Figure 1 - 26.

"Other" dominated both the input and output pipeline patterns for all the locations except: output from WR-ALC, input to BMO, input to and output from SD, and input to and output from HQ USAF. Since "Other" is not identifiable, the researcher discussed the dominant pipeline patterns in which both the input and output were identifiable.

The discussion of this research question in Chapter III, Findings, identified the dominant patterns of mobility for each location. Some general trends were observed from the identification of the dominant pipelines.

For all five ALCs, HQ AFLC was always the second most dominant input and output location. This indicates that there is a certain link between the ALCs and HQ AFLC. The researcher believes that this link is due to the perception among civilian logisticians that HQ AFLC is a good location for promotion potential. It is the researcher's opinion that some of logisticians who have moved from the ALCs to HQ AFLC do so to get promoted and then return "home."

Another interesting observation was the strong link between HQ AFLC and HQ USAF. HQ AFLC was the dominant input location for HQ USAF with 51.7 percent of the individuals who moved to HQ USAF coming from HQ AFLC. Likewise, HQ AFLC was the dominant output location for HQ USAF with 41.2 percent of the individuals who moved from HQ USAF going to HQ AFLC. The researcher believes that individuals located at HQ AFLC perceive that HQ USAF offers

better promotional opportunities because of its high grade structure. Therefore these logisticians move to HQ USAF for a promotion and then return to HQ AFLC.

Overall, HQ AFLC appears to be a major gaining organization with more logisticians arriving than those which depart.

Research Question 7. What were the most frequently identified combinations of starting and ending locations?

The respondents reported a total of 1071 moves. A large percentage of the move patterns included "Other" as either a starting or ending location. Because these locations were not coded on the survey data collection form, they could not be computer analyzed and were not included.

The researcher observed that there were seven identifiable dominant departing and ending patterns. They are graphically portrayed in Figure 27 and consist of the following: SA-ALC to HQ AFLC, OO-ALC to HQ AFLC, OC-ALC to HQ AFLC, HQ AFLC to SA-ALC, HQ AFLC to HQ USAF, SM-ALC to HQ AFLC, and WR-ALC to HQ AFLC.

These dominant patterns seem to reinforce certain realities and perceptions among Air Force civilian logisticians. First, the grade structure at HQ AFLC, with the exception of HQ USAF, is higher than at other locations included in the survey. This reality leads to the perception among civilian logisticians that HQ AFLC is an ideal location to move to get a promotion that might have

been difficult or impossible at their own location. This perception seems to be particularly strong at the ALCs because all five ALCs had individuals moving to HQ AFLC and were included in the dominant combinations.

Research Question 8. What percentage of people are willing to move for a lateral reassignment?

Out of 1563 individuals how provided a response, 47.8 percent indicated they would move for a lateral reassignment.

Again, individuals at OC-ALC indicated their reluctance to move with just 31 percent indicating they would accept a lateral reassignment. On the other hand, HQ AFLC had the highest percentage of individuals willing to move for a lateral, 77.55 percent.

As previously demonstrated, the respondents with less than five years of federal service were the most willing to move. Of the individuals in this sub-category, 77.55 percent stated they would move for a lateral reassignment.

The respondents were asked to indicate if their spouse was willing to seek employment at another location. This seems to be a determinant for those who indicated they would move for a lateral reassignment. Of those who responded that their spouse would seek employment, 55.83 percent said they would accept lateral versus 30.63 percent of those who indicated their spouse would not seek employment.

Age also seemed to be a factor in deciding whether to accept this move. The respondents over 55 years were the

least willing to move for a lateral reassignment (32.31 percent). Many of these individuals might be at the location at which they would like to retire and probably would be unwilling to move for any reason.

Research Question 9. What are the geographic locations most frequently identified as acceptable for a move involving a lateral reassignment?

The respondents were provided a list from which to choose to which locations, if any, they would accept a lateral reassignment. They were asked to provide a first, second, and third choice. Overall the four locations most frequently identified as most acceptable for a lateral reassignment were AD (selected 241 times), SM-ALC (selected 225 times), SA-ALC (selected 172 times, and HQ AFLC (selected 106 times).

The researcher believes that these locations were selected for two primary reasons. The first reason, geographic location, applies to the first three choices. AD, SM-ALC, and SA-ALC are all exempt from extreme cold weather conditions. Additionally, each location has its own particular attraction. AD is an attractive area to those individuals who enjoy the ocean and being on the coast. SM-ALC, aside from its fair weather, is close to skiing areas. SA-ALC is a large metropolitan area but its cost of living is not as high as most metropolitan areas. Additionally, it is warm all year round.

The other reason applies to HQ AFLC. As previously mentioned, civilian logisticians perceive that HQ AFLC is a good location for career progression. Coupled with a relatively low cost of living HQ AFLC becomes an attractive location.

.. Research Question 10. What percentage of the people are willing to move for a single grade promotion?

Out of 1576 individuals who provided a response, 68.3 percent indicated they would move for a single grade promotion.

The respondents from OC-ALC were still the most reluctant to move. The percentage willing to move for a single grade promotion though was 50 percent versus just 31 percent for a lateral reassignment.

The individuals from BMO were still the most willing to move. All the respondents located at BMO indicated that they were willing to move for a single grade promotion. As mentioned previously, the individuals located at BMO have demonstrated mobility in the past with 80 percent of them having made one or more moves. However they do constitute a small percentage (0.6 percent) of the total population and are too small a number to draw general inferences.

The researcher observed that the individuals at SD with 92.85 percent and ASD with 94.12 percent also indicated a high willingness to move for a single grade promotion. The logisticians at these locations had also demonstrated

mobility in the past with 92.85 percent at SD and 64.71 percent at ASD having made one or more moves in the past.

This trend indicates to the researcher that those individuals who had demonstrated mobility in the past also demonstrated a higher willingness to move in the future.

The respondents with less than five years of federal service again were the sub-group within the years of federal service category most willing to move. The researcher believes this is due to the corporate climate which has permeated the Air Force since these individuals started their federal careers. They are therefore more accepting, or believe they should be, of geographic mobility as a means to advance in their careers.

The individuals with 10 - 14 years of prior military service were the most willing from within their category to move for a single grade promotion. To accept a single grade promotion, 82.14 percent indicated they would be willing to move. Again, the researcher believes this is due to exposure to the military philosophy of personnel rotation.

Research Question 11. What are the geographic locations most frequently identified as acceptable for a move involving a single-grade promotion?

The respondents were provided a list from which to choose to which locations, if any, they would accept a move involving a single grade promotion. Overall, the locations most frequently identified as acceptable for a move

involving a single grade promotion were SM-ALC (selected 357 times), AD (selected 349 times), SA-ALC (selected 293 times), and HQ AFLC (selected 261 times).

These were the same locations identified as most acceptable for a lateral reassignment. Therefore the researcher believes that the same reasons which applied to the selection of these locations for a lateral reassignment are applicable here.

Research Question 12. What percentage of people are willing to move for a single grade with potential for a two grade promotion?

Out of 1577 individuals who provided a response, 76.3 percent indicated they would move for a single grade promotion.

The respondents from OC-ALC were again the most reluctant to move. The percentage willing to move for a single grade with potential for a two grade promotion though had increase from 50.5 percent for a single grade promotion and 31 percent for a lateral reassignment to 61.5 percent.

The individuals from BMO were again the most willing to move. All the BMO respondents indicated they were willing to move for a single grade with potential for a two grade promotion. As mentioned previously, the individuals located at BMO have demonstrated to be mobile in the past, with 80 percent of them having made one or more moves. But due to their small percentage (0.6 percent) they should

not be used to draw inferences about civilian logisticians at this location.

The researcher observed that the individuals at ESD with 85.71 percent, HQ USAF with 88.89 percent, and ASD with 94.12 percent also indicated a high willingness to move for a single grade with potential for a two grade promotion. The logisticians at these locations had also demonstrated mobility in the past with 64.29 percent at ESD and 61.11 percent at HQ USAF and 64.71 at ASD having made one or more moves in the past. This trend indicates to the researcher that those individuals who had demonstrated mobility in the past also demonstrated a higher willingness to move in the future.

The respondents with less than five years of federal service again demonstrated that willingness to move. The researcher believes this is due to the corporate climate present in the Air Force since they began their federal careers. They are therefore more accepting, or believe they should be of geographic mobility as a means to advance in their careers.

The individuals with 10 - 14 years of prior military service were again the most willing to move for a single grade with potential for a two grade promotion, 87.5 percent indicated they would be willing to move for this promotion. Again, the researcher believes this is due to exposure to the military philosophy of personnel rotation.

Of the respondents in the 36 - 45 year group, 88.53 percent indicated they would move for a single grade with potential for a two grade promotion. These individuals have a good amount of their career ahead of them and probably envision the potential benefits of mobility in their career.

Research Question 13. What are the geographic locations most frequently identified as acceptable for a move involving a single grade with potential for a two grade promotion?

The respondents were provided a list from which to choose to which locations, if any, they would accept a move involving a single grade with potential for a two grade promotion. The respondents were asked to provide a first, second, and third choice.

Overall, the four locations most frequently identified as acceptable for a move involving a single grade with potential for a two grade promotion were HQ AFLC (selected 367 times, SM-ALC (selected 329 times), HQ USAF (selected 307 times), and AD (selected 243 times).

These locations were the same, with the exception of HQ USAF, as those which had been selected as acceptable for a lateral reassignment and for a single grade promotion. The researcher believes that the reasons HQ USAF was selected for this type of move were the same as those which applied to HQ AFLC.

Basically, HQ USAF also has a higher grade structure than the other locations included on the survey (probably higher than HQ AFLC). Therefore, it is also considered a good location for career advancement. However due to the high cost of living in the DC area, most individuals perceive that the potential for a two grade promotion is necessary to offset the additional expenses associated with this area.

Research Question 14. What are the geographic locations most frequently identified as unacceptable for any move?

The respondents were asked to identify which locations they considered unacceptable for any move. A first, second, and third choice were requested.

Overall, the four locations most frequently identified as unacceptable for any move were HQ USAF (685 times), ESD (563 times), SD (511 times), and HQ AFLC (318 times).

The researcher believes the selection of the first three choices (HQ USAF, ESD, and SD) were all due to the same reason. All three of these are located in very high cost of living areas; therefore given the choice of other locations, these would be the least favorable.

The reason that HQ AFLC was selected as unacceptable is probably due to its headquarters status. As mentioned in Research Question 1, although the grade structure is lower at other locations (especially at the ALCs), by the time a

logistician becomes a GS-12 he/she has much more responsibility and authority. Because of this reason they would probably be hesitant to move to HQ AFLC where they would not have as much status as they do at their present location. This reason would probably also apply to HQ USAF.

.. Research Question 15. Are people who have previously moved more likely to move again?

To determine if individuals who had moved in the past were more likely to move again, the researcher combined various subroutines. She combined the subroutines written to select the respondents who indicated a willingness to move with those subroutines which determined past mobility history in grades GS/GM-11 through GM-15.

Of the 1563 individuals indicating an acceptance of a lateral reassignment, 63.25 percent of those who had moved were willing to move for a lateral. Only 39.02 percent of the non-mobile individuals indicated they would consider moving for a lateral.

Of the mobile/highly mobile respondents, 82.02 percent indicated they would accept a move involving a single grade promotion while 60.52 percent of the non-mobile respondents indicated they would accept the same type of move. These percentages were calculated from the total number of individuals, 1576, which provided responses to both sets of questions used.

When comparing move history with willingness to accept a single grade with potential for a two grade promotion, 83.77 percent of the previously mobile/highly mobile individuals were willing to move again and 72.01 percent of those with no previous moves indicated that they would move.

In all three categories the individuals who had been previously mobile/highly mobile were more willing to move again. Both groups displayed a tendency to increase their willingness to move as the promotions got higher.

An interesting observation was that as the promotion opportunities increased the difference between the two groups decreased. When the move involved a lateral reassignment, there was a differential of 24.23 percentage points between the groups. Upon increasing to a single grade promotion, the differential decreased to 21.5 percentage points, and further decreased to just 11.76 percentage points when a single grade with potential for a two grade promotion was involved.

Based on this data, the researcher concludes that willingness to move is influenced by prior geographic moves.

Research Objective 3

Identify the factors which influence individual mobility decisions.

The following questions are used to answer this research objective.

Research Question 16. What are the factors most frequently identified as the major reasons why people have actually moved?

The respondents were asked to provide the most important, second most important, and third most important factor which influenced their decision to move. As mentioned in Chapter III, the researcher grouped the factors by those selected as first choices and then as a conglomerate of first, second, and third choice. Of 1594 total respondents, 1468 provided a first choice response which indicated the factor that most influenced their decision to move.

The most popular response was "Job Opportunities" with 337 of the respondents selecting this factor. This factor included job challenge, promotion potential, career development, training opportunities, and growth potential.

"Family" was the second most popular response with 125 people selecting this factor as a first choice. This factor included spouse's health or career; parents' health or age; children's health, age, or education; family commitments, turmoil of the move, and difficulty to start over.

Two factors tied for the third most popular first choice. They were "Locale" and "Job Compensation." "Locale" included climate/weather, area of the country, distance to family, and retirement location. "Job Compensation" was composed of salary, performance and

special achievement awards, personal recognition, and better retirement pay.

As a conglomerate of first, second, and third choices the most popular choice was again "Job Opportunities" (selected 523 times). The second most popular choice was "Job Situation" (selected 317 times). This factor included type of work, supervisory level, tenure in the organization, variety, autonomy, and job responsibility. The third most popular choice was "Locale" selected 274 times.

The factors selected as first choices and those selected as a conglomerate of all three choices revealed an interesting aspect. The general perception has been that the main factor influencing people's mobility decisions were of a financial nature. Actually, the "Economic/Financial" factor was ranked sixth out of the ten choices.

This factor selection process indicates that the elements dealing with the individual development potential, with a focus on career, greatly influence Air Force civilian logisticians. This tendency is highlighted by the fact that the selection of "Job Opportunities" as a first choice was 37.09 percent higher than the selection of the next most influential factor, "Family." And when observed as a conglomerate of choices, it was more than 60 percent higher than the next most influential factor, "Job Situation."

Research Question 17. What are the factors most frequently identified as the major reasons why people would move in the future?

The respondents were asked to indicate a first, second and third most influential factors in their decision to move in the future. The factors were observed initially as first choices and then as a conglomerate of all three choices.

Out of 1594 total respondents, 1562 provided a first choice response. The most popular response was "Job Opportunities," which was selected by 470 of the respondents. "Family" followed, with 305 people selecting this response as a first choice. The third most popular first choice was "Economic/Financial" which was selected by 212 respondents. This factor included such elements as cost of living, cost of housing, mortgage rates, difficulty in selling home, local economy, and personal investments.

When observed as a conglomerate, the most popular choice was again "Job Opportunities" selected 915 times. The second and third most popular choices were "Locale" and "Economic/Financial" selected 740 and 736 times, respectively.

It is interesting to note that although economic and financial concerns influence the decision to make a geographic move, they are not the most important. The perception that people base their decisions to move on monetary aspects is not totally correct. Career opportunities are obviously the dominant factor influencing the decision to move.

"Locale" also is an important factor. The researcher believes that this is indicative of the desire to locate in

an area with more favorable climate. Because of this same reason, people might seek a location where they plan to live after retirement.

It is interesting to observe the groups of individuals who selected "Economic/Financial" as an important factor. Homeowners, married individuals, those with employed spouses, and those whose spouses were unwilling to seek employment elsewhere ranked this factor high among those which would influence them. These individuals are the ones who are probably more conscience of economic concerns in their day-to-day lives and so it is entirely logical that these economic concerns would carry over to their decisions to relocate.

Research Question 18. What are the factors most frequently identified as the major reasons why people have turned down a job offer or refused to move?

The respondents were asked to identify the factors which would most influence their decision to turn down a job or refuse to move. They were asked to identify the most important and a second and third most important factor.

Out of 1594 total respondents, 1541 provided a first choice response to indicate the factor that would most influenced their decision. The dominant first choice response was "Family" with 648 of the respondents selecting this choice. "Economic/Financial" followed with 303 people selecting this response as a first choice. The third most popular first choice was "Locale."

When observed as a conglomerate of all three choices, the most popular choice was again "Family" (selected 1029 times). The second and third most popular choices were "Economic/Financial" and "Locale" (selected 943 and 868 times, respectively).

It is not surprising that "Family" ranked high among the factors which influenced individuals to turn down a job or refuse to move. Of the 1514 individuals, 88.31 percent reported they were married and, therefore, would have other individuals (spouse, children) to consider when faced with this type of decision. Some of the possible considerations involved would be their children's education, the spouse's career, and the affect of the turmoil on family members. The researcher observed that the individuals in the following sub-groups ranked "Family" high: those with no or less than 5 years of military service, GS/GM-12s and 13s, and those between the ages of 36 and 55.

The researcher believes that the respondents with little or no military service ranked "Family" high for a particular reason. The individuals with no prior military service probably have not been exposed to mobility and are therefore more apprehensive about its effect on their families. Likewise those with less than five years of prior military service might have left the military because of the effect of mobility on their families.

The GS/GM-12s and 13s and those between the ages of 36 and 45 also ranked "Family" high. The respondents with

junior and high school age children are probably concentrated in the GS/GM-12 and 13 grades and are within the ages of 36 - 45. Because of this, those individuals with high school age children would probably be hesitant to move until their children graduate.

Those individuals in the 46 - 55 year group are probably motivated by other concerns. If they are located in the same area as elderly parents, they are probably reluctant to move away. On the other hand people in this age group are possibly grandparents and do not want to move away from their children and grandchildren.

"Economic/Financial" was ranked high among those individuals who owned homes and those who were married. The homeowners would be concerned with the cost of buying a home elsewhere, especially if they are located in a low cost area. Also the difficulty of selling the home, more so in a depressed area, might be a consideration. Additionally, if this was the respondents' "dream home" it would make it harder to move. The married individuals also considered this an important aspect. The married individuals are more likely to have children who are dependent on them financially, and are therefore more conscience of the financial status.

The selection of "Locale" can be viewed in two different ways. First, the respondents might favor the locale they are currently in and choose not to leave.

Likewise, they might not like the locations that are available to choose from and prefer to stay where they are currently located. Interestingly, the individuals in the 46 - 55 year group ranked "Locale" high. This could be due to their current location being the place where they want to retire.

Research Question 19. What are the factors most frequently identified as the major reasons why people would not make themselves available or turn down a job offer involving a geographic move?

The respondents were asked to indicate which factors would influence their decision to not make themselves available or turn down a job offer involving a geographic move. They were asked to provide the most important factor and a second and third choice. The factors were initially observed as first choices and then as a conglomerate of all three choices provided.

Out of 1594 total respondents, 1562 provided a first choice response to indicate the factor that would most influence their decision to move in the future. The dominant first choice response was "Family" with 653 of the respondents selecting this factor. "Economic/Financial" followed with 30 people selecting this response as a first choice. The third most popular first choice was "Locale" with 219.

When observed as a conglomerate of all three choices the most popular choice was again "Family" (selected 1055

times). The second and third most popular choices were "Economic/Financial" and "Locale" (selected 993 and 954 times, respectively).

Research Question 18 and 19 were closely linked. Their major difference resided in the tense in which they were posed. Research Question 18 was posed in the past tense because it asked which factors had influenced the respondents decision to turn down a job or refuse to move, whereas this research question is posed in future tense.

The same factors that were selected as those which have influence on an individual to turn down a job or refuse to move, were also selected for this research question. Even the number of times each factor was selected was fairly close. This was true for both the single most important factor and in the conglomerate of all three factors selected. Because these two research questions were closely linked and were favored by a similar amount of respondents, the researcher believes that the reasons for selection are primarily the same.

Research Objective 4

Solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility.

To answer the following research questions, the choices "Strongly Disagree" and "Disagree" were combined as "Disagree" and "Strongly Agree" and "Agree" were combined as "Agree,"

Analysis of the following questions satisfy this research objective.

Research Question 20. What percentage of the respondents agree or disagree that a geographically mobile civilian work force is important to the Air Force?

Respondents were asked to indicate their agreement with the statement "Geographic mobility is important in providing the Air Force with the best qualified people." Out of the 1570 responses to this question, 47.5 percent of the individuals believe mobility is important in providing the best qualified personnel versus 36.8 percent who disagree.

Overall support for this statement was not overwhelming. A difference of just 10.7 percentage points separates those who agree and those who disagree. This indicates the population is divided on the importance that geographic mobility plays in providing the Air Force with qualified personnel.

Only one category showed strong support for this statement. The individuals with prior military service had higher "agree" percentages in all sub-categories. The researcher believes that this is a carry-over of the military philosophy of rotating personnel.

In the current location category, most of the percentages were close to each other except for two locations. At HQ USAF, 77.78 percent of the respondents

agreed, while only 5.56 percent disagreed. Of the individual at SD, 64.29 percent believed this was a true statement, while no one disagreed.

The researcher conducted a crosstabulation between perceived promotional opportunities and the respondents' opinions on the importance of mobility in providing the Air Force with qualified personnel. This was done to determine if there was a connection between opinions on mobility and individuals' perception of their career potential.

Out of 1565 individuals in this crosstabulation, 46.43 percent of those who agreed expected to receive one more promotion and 30.15 percent expected two or more promotions. Of those who disagreed, 50.7 percent perceived they had an opportunity for one more promotion, while 21.25 percent thought they would achieve two or more. These numbers seem to indicate that those who believe mobility is important in providing the best qualified personnel have slightly higher multiple promotion expectations.

Table 94 in Chapter III displays the highest and lowest percentages for each category.

Research Question 21. What percentage of the respondents agree or disagree that geographic mobility is necessary to adequately prepare civilian logisticians for senior level positions?

The respondents were asked to indicate their approval of survey question 57, "Geographic mobility is necessary to

adequately prepare civilian logisticians for senior level management positions." Of the 1568 people who responded to this question, 620 or 39.54 percent stated disagreement, while 713 or 45.47 percent stated they agreed with the statement.

Here again, as in Research Question 20, there was no overall dominance in either direction, as to the necessity of mobility in adequately preparing civilian logisticians for senior level positions.

When the opinions were observed by demographic categories certain sub-categories stood out. In the current location category, SD and HQ USAF had large percentage differences between those that agreed and those who disagreed. At SD, 78.57 percent of the respondents agreed that mobility was necessary in adequately preparing civilian logisticians for senior positions, while only 14.29 percent disagreed. HQ USAF had a similar difference among the two opinions, with 77.78 percent agreeing with the statement and 16.67 percent disagreeing.

Other demographic categories that demonstrated strongly held opinions were years of federal service, prior years of military service, and career group. In the years of federal service category, the first two categories, "less than 5 years" and "5 - 9 years" had fairly large percentage differences between the "agree" and "disagree" groups. The data seems to indicate that the individuals with the least

amount of federal service are the ones who agree the most with this statement.

In the years of prior military category, there is a pattern in the respondents' opinions. From the "10 - 14 year" category on, the more military service an individual had, the more they agreed that mobility was necessary in preparing civilian logisticians for senior level positions. Additionally, the more prior military service an individual possessed, the higher the percentage difference between those that agreed and disagreed.

The other demographic category with a high subcategory was career group. The "transportation" career group was the field that had the highest percentage differential. Of the individuals in this career group, 71.15 percent agreed that geographic mobility was necessary to prepare civilian logisticians for senior level positions, while only 18.27 percent disagreed.

Opinions for or against the necessity of mobility to adequately prepare civilian logisticians for senior level positions were compared with perceived promotional opportunity. Of those individuals who agreed, 43.74 percent believed they would achieve one more promotion and 30.94 percent believed they had opportunities for two or more promotions. Of those who disagreed, 51.69 percent believed they would receive one more promotion and 21.42 percent believed they had opportunities for two or more.

Table 101 in Chapter III displays the highest and lowest percentages for each category.

Research Question 22. What percentage of the respondents agree or disagree that it is possible to receive career broadening experience without being geographically mobile?

The respondents were asked to indicate their agreement with survey question 58, "It is possible to receive career broadening experience without being geographic mobile." Of the 1571 people who responded to this question, 237 or 15.09 percent indicated disagreement, while 1192 or 75.88 percent stated they agreed with the statement. The response to this survey question, unlike the responses to survey questions 56 and 57, was heavily weighted to one side.

There was one category that continued a notable percentage differential in one of its sub-categories. In the years of federal service category, the less than 5 year groups level of disagreement at 44 percent was quite higher than the overall mean of 15.09 percent disagreement. Based on the analyzed data this seems to indicate that the respondents with less federal service again are more accepting of the role of mobility.

Perceived promotional opportunities were compared to the respondents' opinions on the feasibility of receiving career broadening at one location. Of those individuals who agreed, 54.64 percent believed they would receive one more promotion and 27.73 percent believed that had opportunities

for two or more promotions. Of those who disagreed, 51.69 percent perceived they would receive one more promotion and 28.81 percent of the individuals perceived they could achieve two or more promotions. Since the percentages between those that agree that career broadening is possible at one location and those who disagree are so close, the researcher believes that neither opinion has an impact on perception of promotional opportunities.

Table 108 in Chapter III displays the highest and lowest percentages for each category.

Research Question 23. What percentage of the respondents agree or disagree that geographic mobility is necessary to enhance their careers?

The respondents were asked to indicate their agreement with survey question 60, "Being geographic mobile will be beneficial to my career in the future." Of the 1569 people who responded to this question, 509 or 32.44 percent disagreed, while 616 or 39.26 percent agreed with the statement.

The lack of strong support, either in favor or against this research question, indicates the populations' division on the importance of future mobility in their careers. This seems to indicate that the respondents, as a group, are not convinced that being geographically mobile is, in fact, beneficial or necessary for career progression. Certain sub-groups, though, reacted differently to this statement.

The individuals with less than five years of civil service support this statement much more than the general population. Of this group, 65.38 percent agreed that being geographically mobile will be beneficial to them in the future, while only 11.54 percent disagreed. Of those individuals with 35 years or more federal service, 51.92 percent disagreed with the statement. In general, the more years of federal service individuals had, the less they agreed with the statement. This is obviously due to the diminishing benefit derived as these individuals approach the end of their careers.

Conversely, the more years of prior military service an individual had, the more likely he or she was to agree that geographic mobility would be beneficial. Agreement with the statement peaked at 15 - 19 years of prior military service. Of these respondents, 64.29 percent agreed, while only 7.14 percent disagreed.

Likewise, the older the people were, the less they agreed that being mobile would be beneficial. Agreement declined from 51.62 percent for the individuals who were under 35 to 21.24 percent for those over 55. This trend was supported by many individuals who commented that they were close to retirement.

To determine if there was a relationship between the respondents perception of the benefits of future mobility and their perceived promotional opportunities, the researcher cross referenced these two areas. What she found

was that people who disagreed that mobility would be beneficial to their careers also had much lower career expectations. Although she found that the perceptions of those who believed they would receive one more promotion was close, 46.25 percent for those how agreed and 45.17 percent for those who disagreed, the difference was more apparent for those who perceived multiple promotions. Of the respondents who agreed that mobility would be beneficial, 41.53 percent perceived they had a realistic opportunity to receive two or more promotions. Only 11.64 percent of those how disagreed perceived they would receive two or more promotions in the remainder of their career, while 43.2 percent perceived no further promotions. The result of this crosstabulation indicates that although the respondents are unsure of the merits of mobility there is a perception that if you are mobile you have a better chance to be promoted.

Table 115 in Chapter III displays the highest and lowest percentages for each category.

Research Question 24. What percentage of the respondents agree or disagree that being geographically mobile has been beneficial to their careers?

The respondents were asked to indicate their agreement with survey question 59, "Being geographic mobile has been beneficial to my career." Of the 1567 people who responded to this question, 618 or 39.44 percent indicated disagreement, while 438 or 27.95 percent stated they agreed with the statement.

In general, there was an moderate inclination towards disagreement that geographic mobility had been beneficial to the respondents careers. There were a number of sub-categories that were contrary to the general opinion by at least ten percentage points.

In the current location category, four locations, BMO, SD, HQ USAF and ESD all had large percentages of their populations that agreed that mobility had been beneficial to them. Their "agree" percentages ranged from 71.43 percent to 57.14 percent. These locations also were the one with the highest percentage of respondents who had moved one or more times. Their mobile percentages ranged from 61.11 percent to 92.85 percent.

Of those individuals with less than 5 years federal service, 40 percent agreed that geographic mobility had been beneficial to them, as opposed to 27.95 percent of the general population. The respondents with less federal service again, as in Research Questions 21 through 24, demonstrated that they are more conscience of mobility being necessary and beneficial than the respondents with more years of federal service.

Those individuals with 10 - 14 years of prior military service and those with 20 years or more all had higher percentages of individuals who agreed that mobility had been beneficial to them. These percentages ranged from 40 percent to 55.56 percent. It seems that, for the most part,

individuals who have spent an extended period of time in the military tend to associate mobility with personal benefit. This could be due, as mentioned in prior research questions, to the military philosophy of rotating their personnel.

Non-homeowners also tended to believe, more so than the general population, that mobility had been personally beneficial (48.28 percent).

There were two career groups who also believed differently from the general study population. Those in the transportation and acquisition management fields both agreed mobility had been beneficial to them. Their agreement percentages were 43.69 percent and 45.38 percent, respectively.

Perceived promotion opportunities were compared with the respondents' belief of the personal benefits derived from past mobility. Of those individuals who agreed that mobility had been beneficial, 45.87 percent perceived they had realistic opportunities for one promotion and 33.03 percent believed they would achieve two or more promotions. Of those who disagreed, 51.06 percent expected one more promotion and 19.35 percent believed they would obtain two or more promotions. These percentages indicate that those who perceived they have opportunities for multiple promotions see their past mobility as having been beneficial.

Table 122 in Chapter III display the highest and lowest percentages for each category.

Research Question 25. What type of career expectations do the respondents have for the rest of their Air Force careers?

The respondents were offered five choices representing their perceived promotional opportunities. These choices ranged from no further promotions to four or more promotions. A total of 1573 individuals provided a response to this question.

Of the 1573 individuals, 25.43 percent believed they had no opportunity for a promotion and 48.33 percent expected to achieve one more promotion. For multiple promotions the expectations were as follows: 21.04 percent believed they would achieve two more promotions, 4.58 percent believed they would achieve three promotions, and 0.76 percent believed they could achieve four or more promotions.

The mean for perceived promotional opportunity was 1.07 with a standard deviation of 0.84. Overall, the demographic categories all were close to the mean. This indicates that, on an average, the civilian logisticians in this study perceived they had realistic opportunities for one more promotion.

Research Objectives

After analyzing all the research questions, the researcher is now able to address the research objectives.

The research objectives are somewhat related, therefore, some aspects of one objective may be mentioned under another to provide clarification or emphasis.

Research Objective 1. Describe the extent of mobility of Air Force civilian logisticians.

Although the logisticians at some locations like SD with 92.85 percent, BMO with 80 percent, ASD with 64.71 percent, and ESD with 64.29 percent had demonstrated above average mobility (one or more moves), overall civilian logisticians demonstrated to be immobile. Only 36.22 percent of the survey respondents reported having moved in the past. Of those who had moved, 71.97 percent had moved prior to 1970.

This indicates that civilian logisticians have been for the most part immobile. They did however indicate a willingness to move in the future. When asked if they would move for a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion, 77.3 percent of the logisticians indicated they would. The researcher is convinced though that this willingness to move is a product of the corporate climate and not necessarily a true reflection of civilian logisticians desires. The opinions of Air Force civilian logisticians presented in response to Research Questions 20 - 24 reinforce the researcher's beliefs.

Research Objective 2. What are the patterns of mobility of Air Force civilian logisticians?

The researcher found that there were seven dominant pipeline patterns, all of which involved HQ AFLC. All five ALCs had individuals who had moved to HQ AFLC. This reinforces the researcher's inference that HQ AFLC is considered a good location for promotion potential. The other two pipeline patterns were HQ AFLC to SA-ALC and HQ AFLC to HQ USAF.

The respondents were asked if they would accept any one of three types of moves: a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion. The willingness to move was 47.8 percent for a lateral, 68.3 percent for a single grade promotion, and a 76.3 percent for a single grade with potential for a two grade promotion. The locations indicated as the most favorable for a lateral reassignment and a single grade promotion were AD, SM-ALC, SA-ALC, and HQ AFLC, and HQ AFLC, SM-ALC, HQ USAF, and AD for a single grade with potential for a two grade promotion. The locations considered least favorable for any move were HQ USAF, ESD, SD, and HQ AFLC.

If taken at face value, the percentages of individuals willing to move seem promising. The researcher, though, believes a certain amount of gamesmanship has been practiced in responding to the Felici's survey. She has arrived at this conclusion based on the responses to Research Question

20 - 24. See Research Objective 4 below for further details.

The researcher was also able to determine, based on the data, that individuals that have moved in the past are more willing to move again. For all three move types discussed above, the individuals who had moved previously always indicated a greater willingness to move than those who had not moved. As the promotional potential increased though the differential between the two groups narrowed.

Research Objective 3. Identify the factors which influence individual mobility decisions.

It is extremely interesting that the widely held perception that individuals base their mobility decisions solely on financial considerations has been disproved by the data. Although the "Economic/Financial" factor did appear as one of the top three factors in Research Questions 17, 18, and 19, it was not the most important. In the past, many people have felt that financial and economic concerns were the dominant factors in mobility decisions. This study has provided new insight into the real reasons that influence mobility.

The four research questions dealing with the factors which influence mobility decisions could be grouped into two categories. The first two research questions (16 and 17) dealt with the factors which influence the decision to move. Research Question 16 focused on those factors which had

influenced a past decision whereas Research Question 17 focused on those factors which would influence a future move. The third and fourth research question (18 and 19) dealt with the factors which influenced an individual not to move. Again the difference between the two research questions was the tense.

There were basically two factors which dominate the two types of mobility decisions. When civilian logisticians decide to move, either past or present, the dominant factor is "Job Opportunities." "Job Opportunities" was selected as the dominant first choice factor and also dominated the factors as a conglomerate of the three choices in both Research Questions 16 and 17. Since it was selected as the dominant factor in both of these situations, the researcher believes that this is a valid factor for mobility decisions.

When civilian logisticians decide not to move, the dominant factor is "Family." "Family" was selected as the most important factor both as a first choice and as a conglomerate of all three choices. Here again the researcher believes that since "Family" dominated in both "not to move" situations, that it is a true reflection of the reason why Air Force civilian logisticians choose not to move.

Research Objective 4. Solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility.

The information obtained from Research Questions 20 - 24 indicates that there is no agreement on how mobility is viewed among Air Force civilian logisticians. The majority of the logisticians agree that mobility is important both in providing the Air Force with the best qualified people and that it is necessary to prepare senior level logisticians. At the same time, when asked if it was possible to receive career broadening experience without being geographically mobile, the overwhelming majority agreed that it was. This demonstrates that although Air Force civilian logisticians say they promote mobility they also believe that career broadening can be accomplished without geographic mobility.

This contradictory thought process indicates to the researcher that civilian logisticians are unsure about the necessity of mobility and are, in general unwilling to move. This attitude seems to convey that although civilian logisticians view mobility as being advantageous for the Air Force, it is not a personal priority.

When asked if geographic mobility would be beneficial to their career in the future, only 38.64 percent of the total population agreed. This reinforces the researcher's inference that civilian logisticians do not view mobility as a personal priority nor as a necessity for their career progression.

Summary

This chapter has presented the analysis required to answer the research objectives that drove the analysis of the data. The analysis of this data has provided insight into the status of and factors which influence the mobility of the Air Force civilian logistician. As demonstrated by the Felici's literature review, no empirical data existed on this subject. This study has now provided a foundation on which future researchers can build to increase the knowledge in this area. Hopefully it will also be useful to Air Force management dealing with the subject of civilian logistician mobility.

V. Conclusions and Recommendations

This chapter will summarize this research effort by providing the researcher's conclusions to the four research objectives, suggesting recommendations for management action and for further research.

Research Objectives and Applicable Conclusions

Research Objective 1. Describe the extent of mobility of Air Force civilian logisticians.

The Air Force civilian logistician population is largely immobile. Of these individuals, 63.68 percent have never moved as a GS-11 or higher. The degree of immobility varies by location with the largest percentage of immobile logisticians located at OC-ALC (84 percent). Of the logisticians who had been mobile, 71.97 percent reported having made their last move prior to 1970.

This research has documented that almost two thirds of the civilian logisticians are immobile. Furthermore, the majority of those who have moved, did so long ago, possibly at the beginning of their careers.

The respondents did indicate a willingness to move in the future. A total of 77.9 percent of the individuals indicated they would make a geographical move for a lateral, single grade promotion, and/or a single grade with potential for a two grade promotion. The researcher believes that this response was motivated more by the corporate climate

existing at the time the survey was released than by true intentions. This is based upon the conclusion on the lack of support for mobility demonstrated in Research Objective 4.

Research Objective 2. What are the patterns of mobility of Air Force civilian logisticians?

The researcher has found that the "Other" division is a significant player in determining pipeline patterns. Although the respondents who selected "Other" as either an input or output were asked to identify the location, these were not computer coded. Because these locations were not coded, a large percentage of the patterns were not identifiable. This situation presents an obstacle in representing pipeline patterns. There are possibly other patterns which account for more moves than those identified in Research Question 7.

Of the identifiable pipeline patterns, seven stood out. Five of the seven involved movement between each of the ALCs and HQ AFLC. These patterns support the perception that HQ AFLC is regarded as a good location for career progression. The other two patterns were HQ AFLC to SA-ALC and HQ AFLC to HQ USAF. The first of these two patterns appear to be caused by individuals from SA-ALC who came to HQ AFLC for promotions then returned "home." The second pattern, HQ AFLC to HQ USAF, supports the perception that HQ USAF is also an ideal location for career progression. This pattern is the most likely promotion candidate for someone who is located at HQ AFLC.

When the respondents were then asked to identify to which locations they would accept a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion, the favored locations for the first two types of potential moves were AD, SM-ALC, SA-ALC, and HQ AFLC. The locations selected for the third type of potential move were HQ AFLC, SM-ALC, HQ USAF, and AD. The locations least acceptable for any move were also identified. They were HQ USAF, ESD, SD, and HQ AFLC.

A Spearman Rank Correlation was conducted to determine the degree of association between the locations selected for each of the three types of potential moves. The test results indicated that when individuals consider a lateral or single grade promotion type of move, they select locations they view as favorable. However when the possibility exists for a two grade promotion, then individuals are driven by potential and are willing to go to locations they previously considered least acceptable.

This trend was demonstrated by ranking the locations selected for each type of move and tracking the order of preference across the types. While AD had been ranked first and second for a lateral reassignment and a single grade promotion, respectively, it dropped to fourth for a single grade with potential for a two grade promotion. At the same time, while HQ USAF was selected eleventh and ninth for the first two types of move, it jumped to the first choice for a

single grade with potential for a two grade promotion type of move.

Overall, there was a very high positive correlation between the locations selected for a lateral and those selected for a single grade promotion, and a very high negative correlation between locations selected for lateral and those identified as least acceptable. A high positive correlation was also identified between the locations selected for a single grade promotion and a single grade with potential for a two grade promotion, and between those for a single grade and least favorable.

Research Objective 3. Identify the factors which influence individual mobility decisions.

As mentioned in Chapter IV, the widely held perception was that civilian logisticians based their mobility decisions on economic and financial criteria. The data has proven this perception to be incorrect. Although the "Financial/ Economic" factor was among the top three factors in three of the four mobility decision questions (Research Questions 16 - 19), it was never selected as a first choice. The "Job Opportunity" and "Family" factors always dominated the "Financial/Economic" factor. Decisions to move were primarily based on the job opportunities offered, while decisions not to move were based on family concerns.

As with the decision to move, the decision not to move is also strongly influenced by a factor other than economic/

financial concerns. The respondents indicated that this type of decision was most strongly influenced by family concerns. This is understandable since 88.31 percent of 1514 respondents reported they were married.

The researcher believes that the Air Force would greatly benefit by understanding which factors influence the mobility decisions of their civilian logisticians. By acknowledging these factors, the Air Force would be better equipped to move this critical resource where they are most needed.

Research Objective 4. Solicit the opinions of Air Force civilian logisticians about the subject of geographic mobility.

The primary conclusion the researcher has reached concerning this research objective is that there is no consensus among civilian logisticians as to the merits of and need for mobility. Based upon the data and comments provided by the respondents there is significant difference of opinion on the issue of mobility. While those logisticians that favor mobility view mobility as a necessary ingredient in the composition of an ideal employee, those logisticians who do not favor mobility feel it is unnecessary to move people geographically in order to obtain the best individuals. Instead the logisticians who view mobility unfavorably are of the opinion that qualified

personnel are not a product of mobility, but of hard work and logic.

When asked if they believed that mobility was important in providing the best qualified individuals and if it was necessary to prepare senior level managers, the respondents were divided. As a group they agreed with the statements, but it was not a strong agreement. The respondents were strongly bi-modal with only 15 percent undecided. The percentage differential was slight between those who agreed and disagreed with either statement. There was only a 10.7 percentage point difference between those who agreed and those who disagreed that mobility was important to provide the best qualified individuals and a 5.9 point difference between those who differed on mobility's necessity in preparing senior managers. When asked if career broaden was possible without mobility, the overwhelming majority, 75.88 percent agreed it was possible. It is apparent to the researcher that the respondents are only slightly convinced of the importance of mobility. Furthermore, the need for mobility is not strongly supported.

While there is slight agreement on mobility's benefits to the Air Force, the overwhelming majority do not view it as a personal priority. In fact, the unwillingness to move permeated the opinion segment of the survey. The unwillingness to be geographically mobile is further emphasized by

the respondents' lack of support for future mobility. Only 39.26 percent of the respondents agreed that mobility would be beneficial to their careers.

The lack of strong support for mobility reflects the respondents' general opinion of the importance and necessity of mobility. Although there is an awareness that mobility is advantageous to the Air Force, the respondents do not seem convinced of its personal benefits. Although civilian logisticians have occasionally been exposed to commanders who expounded the need for mobility, this has not been a continuous policy. Instead the need for mobility has been associated with a commander's management style and is pushed off to the back burner when the commander leaves.

The need for mobility should be expressed not only in terms of Air Force benefits, but also as a means to obtain personal benefits. Civilian logisticians should have a clear understanding of the personal advantages of geographical mobility. They should be able to envision how these advantages can translate to personal benefits such as career progression and promotion potential.

Research Recommendations

The research offers the following recommendations derived from her analysis of the data:

1. Air Force management needs to stress the importance of mobility. As demonstrated by the respondents' opinions that they are unsure of mobility's importance both

in terms of corporate and personal benefits. The merits of mobility are unclear and therefore civilian logisticians are not motivated to become mobile.

2. In order to motivate people to become or continue to be mobile Air Force management needs to emphasize two key factors. First, mobility should be emphasized in terms of job opportunities. Areas such as job challenge, promotion potential, and career development should be addressed when attempting to convince an individual to move. By convincing individuals that it is in their best interest to move, the Air Force could ultimately achieve a more mobile civilian logistician work force and reap the benefits of more thoroughly trained individuals.

The other primary influential factor was family. Therefore, the researcher recommends that for the primary locations where logisticians are employed that information addressing family related issues be provided. The same information provided to the military through Base Family Services could be provided to civilian logisticians. Information could be provided on schools, medical facilities, child care facilities, real estate, and other topics of interest to someone who is considering relocating. The focus should be to acknowledge that people are greatly influenced by family matters and take measures to relieve the turmoil, whether perceived or actual, caused by relocation. Attention needs to be focused on how to

alleviate the uncertainty caused by a move. Spouses should be given the option to visit a potential relocation site, at Air Force expense, prior to the acceptance of a position. These measures would help to make a smoother transition to a new location.

3. Mobility should be a planned effort not a haphazard occurrence. Air Force senior level management must determine what role mobility plays in training and preparing qualified personnel. If it is determined that mobility is necessary to provide qualified personnel and prepare senior level managers, then guidance should be developed to address how this mobility should occur. Air Force management would have to determine what the desirable qualifications and background should be and disseminate this information. In turn individuals can then determine if they choose to comply with the guidance.

4. Although geographic mobility is ideal, in that it offers multi-view management perspectives, the reality is that the individuals at some locations seem unwilling to move. For locations with large immobile populations, primarily the five ALCs, structured career plans should be developed. Because of their complex operation, ALCs can afford an individual a wide variety of logistics disciplines to train in. These career programs could include rotations through a predetermined number of directorates to insure a

broad view of the logistics environment. The rotations could be enhanced with formal training. While the individuals that progress through this type of program might not have gained management perspectives other than those prevalent at their location, they would become more well rounded and be multi-disciplined.

Recommendations for Future Research Efforts

As with most research efforts, one iteration is seldom enough to explore all the ramifications of a topic. This effort has been no different. Although this effort was a continuation of Carol Felici's research, neither Ms. Felici nor the present researcher could answer all the questions necessary to provide a complete picture of the status of and the factors which influence the mobility of Air Force civilian logisticians.

With this reality in mind, the researcher provides the following recommendations for future research:

1. T-tests should be conducted to determine if significant differences exist between mutually exclusive groups. Some of the mutually exclusive groups which can be analyzed are men and women, married and single, etc.
2. Regression analysis should be performed to see if certain demographic characteristics are related to mobility.
3. Discriminant analysis should be performed to see if differences exist between groups.

4. The locations hidden in the "Other" category need to be defined. Although the respondents were asked to identify their location if they selected "Other," these were not coded. Since "Other" represents a significant percentage of the locations, the researcher recommends that future iterations of the survey provide more locations as choices. Additional locations with concentrations of civilian logisticians should be identified and included. While this might entail designing a new data collection form, the benefits derived from being able to identify prominent pipeline patterns would justify the additional workload.

5. Determine why individuals at some locations are so immobile. Since the non-mobile populations are so high at the ALCs, especially at OC-ALC and OO-ALC, an attempt should be made to investigate why these individuals are less likely to move than individuals at other locations.

6. Re-word survey questions 3 - 11. The purpose of survey questions 3 - 11 was to measure the mobility intentions of the respondents. Unfortunately when respondents were asked to identify a location where they would accept a lateral, single grade, and/or single grade with potential for a two grade promotion some of the respondents identified their current location. Although the researcher was able to exclude the individuals who

identified their own location, this required additional data manipulation. The researcher recommends, that in the next iteration of this survey, the wording of these questions be changed so that it is clear to the respondents that they should not select their current location.

7. Add another alternative to the list of mobility factors. Survey question 44 - 49 sought information on the factors which had influenced the mobility of Air Force civilian logisticians. Questions 44 - 46 requested those factors which had influenced a past decision to move and questions 47 - 49 requested the factors which had influenced the decision not to apply for a position.

Nine specific factors plus "None," and "Other" were provided as choices. These choices however did not provide for the non-occurrence of either one of the move situations. The respondents who had not made either a decision to move or not to apply for a position had to select "None," because they were instructed to complete every question. However, "None" for these individuals had a different meaning than for the individuals who had made these decisions. In a future iteration of the survey instrument, the researcher recommends that a "Not Applicable" category be added so the respondents can provide a true reflection of their situation.

8. Validate the responses to survey question 59.

Survey question 59 stated "Being geographically mobile has been beneficial to my career" and requested that the respondents indicate their approval of this statement. The respondents' five possible choices to this question ranged from "Strongly disagree" to "Strongly Agree," with "Neither Agree Nor Disagree" as a mid point. However the researcher observed that more respondents than those who had previously been mobile had selected responses in the "Disagree" and "Agree categories. This situation does not reflect a true picture of the effect of past mobility on a respondent's current opinion of mobility. Therefore, the researcher recommends that in the continuation of this study a crosstabulation of those had moved in the past be conducted against survey question 59 to determine if these individuals believe that their mobility has been beneficial.

9. Specify smaller age groupings for survey question 68. Survey question 68 requested the respondents identify an age category. The choices provided were: "Less than 35 years," "36 to 45 years," "46 to 55 years," and "more than 55 years."

To obtain a better representation of the variables when divided by the age demographic, the researcher recommends that the age categories be narrowed. The nine year spread in the "36 - 45 years" contained 31 percent of the respondents while the "46 to 55 years" category contained

52 percent of the respondents. Individuals in the large groupings might view things differently and might subsequently cancel out each others responses when viewed as a group. For instance, an individual who is approaching 55 and possibly contemplating retirement is likely to view things differently than an individual who is 46 and has at least nine years before being eligible for retirement. Likewise, someone at 55 has probably finished parenting, while at age 46, children might still be a major factor in decision making.

Therefore the researcher recommends that the age categories be narrowed down to contain six years. These more narrow categories would group individuals which are more likely to share common characteristics. The new groupings could be "27 years or less," "28 to 34 years," "35 to 41 years," "42 to 48 years," "49 to 54 years," and "more than 55 years."

10. Add two additional demographic questions to the survey. Since "Family" was chosen as one of the two most influential factors, the researcher believes that two additional demographic questions would provide a better idea of the respondent's family composition. First, the respondents should be asked how many children they have, with choices ranging from "None" to "Three or more." This question would help to distinguish if married individuals with children behave differently than those with no children

and would also identify those who are single and have children (divorced or single parents).

The second question is associated with the first. The age of children may also dictate how individuals will react to mobility. Therefore, the respondents should be asked the age of the youngest child. These two new questions would provide an indication of how individuals view mobility as a result of their family composition.

Appendix A: Civilian Logistician Mobility Survey



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY
AIR FORCE INSTITUTE OF TECHNOLOGY
WRIGHT-PATTERSON AIR FORCE BASE OH 45433-6583

REPLY TO
ATTN OF: LSM (Carol J. Felici, AV 458-7770)

SUBJECT: Request for Your Help

TO: Air Force Civilian Logistician


1. Civilian logisticians play a vital role in planning and supporting our nation's defense resources which create and sustain effective operations. While much attention has been focused on the military logistician, less is know about the civilian logistician.

2. You possess a Job Series which identifies you as a member of the Air Force logistics community. As such, your opinions and personal history are extremely valuable to research being conducted about our civilian logistician work force mobility. Little is actually known about who moves and why. This Air Force Institute of Technology research effort was initiated as a first step to gather information about civilian logistician mobility.

3. For the results of this research to accurately reflect the Air Force civilian logistics community, it is important that each questionnaire be completed and returned. Therefore, please take the time to complete the attached survey and return it in the enclosed envelope within ten working days.

4. All the information you provide will be strictly confidential. Your individual responses will be combined with others and will not be attributed to you personally. The data gathered will become a part of an AFIT research project on Air Force civilian logisticians.

5. Your participation is completely voluntary but I would greatly appreciate your help. Thank you for your assistance.


DAVID E. LLOYD, Lt Col, USAF
Director
Graduate Logistics Management Program
School of Systems and Logistics

3 Atchs
1. Questionnaire
2. AFIT Data Collection
Form
3. Return Envelope

THE CIVILIAN LOGISTICIAN MOBILITY SURVEY
(SURVEY CONTROL NO. 86-95)

INSTRUCTIONS

1. Please enter the four digit numeric indicator for your current job series on the data collection form in the upper left corner of the block indicated for social security number. For example, if your series is 0346, please insert 0346 in the first four rows and darken the appropriate circles. Please be sure to use all four positions of the series number. Do not write your name or social security number on the answer sheet.

2. Please answer each question directly on the questionnaire. The survey is in four parts:

- Part I - requests information about your mobility history.
- Part II - requests your opinions about the factors which influence your mobility decisions.
- Part III - requests your opinions about the use of mobility in current Air Force programs.
- Part IV - requests demographic information which will be used to group your responses with those of the other respondents.

3. After you have completed the survey, transfer your letter responses, for questions 1 to 71, to the attached AFIT Data Collection Form 11D using a soft, number 2 pencil.

4. When you have completed the questionnaire and transferred all of your responses to the data collection form, please return the entire questionnaire and the data collection form in the enclosed envelope.

5. You should be able to complete this questionnaire and transfer your responses to the data collection form in less than 45 minutes. Thank you for your cooperation and your valuable inputs to this research.

PART I

Following is the list of major AF organizations which have substantial numbers of civilian logistics positions:

- | | |
|-------------------------------|------------------------------|
| a. None | h. AD/Eglin AFB FL |
| b. HQ AFLC/Wright-Patt AFB OH | i. ASD/Wright-Patt AFB OH |
| c. OC-ALC/Tinker AFB OK | j. BMO/Norton AFB CA |
| d. OO-ALC/Hill AFB UT | k. ESD/Hanscom MA |
| e. SA-ALC/Kelly AFB TX | l. SD/Los Angeles CA |
| f. SM-ALC/McClellan AFB CA | m. HQ USAF/Pentagon, Wash DC |
| g. WR-ALC/Robins AFB CA | n. Other (please identify) |

Use the above list of geographic locations to answer questions 1 to 43. If the location you want is shown, indicate the letter only. If the location you want is not shown, indicate "n" and use the space provided to identify the location. For questions 3 to 14, list the locations in order as shown. Complete every question; use "a" where "none" is applicable.

1. Have you ever moved to accept a GS/GM-11 position or higher at another geographic location?

- a. No
b. Yes

2. Identify your current geographic location:

To which geographic location(s) would you accept a LATERAL reassignment?

3. Most acceptable: _____
4. Second most acceptable: _____
5. Third most acceptable: _____

To which geographic location(s) would you accept a SINGLE GRADE promotion?

6. Most acceptable: _____
7. Second most acceptable: _____
8. Third most acceptable: _____

To which geographic location(s) would you accept a no less than a SINGLE GRADE WITH POTENTIAL FOR A TWO-GRADE promotion?

9. Most acceptable: _____
10. Second most acceptable: _____
11. Third most acceptable: _____

PART I--Continued

- | | |
|-------------------------------|------------------------------|
| a. None | h. AD/Eglin AFB FL |
| b. HQ AFLC/Wright-Patt AFB OH | i. ASD/Wright-Patt AFB OH |
| c. OC-ALC/Tinker AFB OK | j. BMO/Norton AFB CA |
| d. OO-ALC/Hill AFB UT | k. ESD/Hanscom MA |
| e. SA-ALC/Kelly AFB TX | l. SD/Los Angeles CA |
| f. SM-ALC/McClellan AFB CA | m. HQ USAF/Pentagon, Wash DC |
| g. WR-ALC/Robins AFB CA | n. Other (please identify) |

To which geographic location(s) would you NEVER accept a position?

12. Most unacceptable: _____
13. Second most unacceptable: _____
14. Third most unacceptable: _____

On questions 15 to 43, if you have NOT moved at the indicated grade level, indicate none (a) for the FROM and TO locations. If you have changed your geographic location more than once at each grade level, please use the additional spaces, questions 36 to 43 at the end of Part I on page 7, to identify the FROM and TO locations and the job action involved for each additional move at each grade level.

15. How many times have you moved at the GS/GM-11 grade level?

- | | |
|--------------|--------------------------------|
| a. None | d. Three times |
| b. One time | e. Four or more times |
| c. Two times | f. Have not reached this grade |

16. If you changed your geographic location to accept a GS/GM-11 position, use the list above to indicate which location you moved FROM:

17. If you changed your geographic location to accept a GS/GM-11 position, use the list above to indicate which location you moved TO:

18. If you changed your geographic location to accept a GS/GM-11 position, indicate what type of job action was involved.

- | |
|--|
| a. None |
| b. Lateral reassignment |
| c. One grade promotion |
| d. One grade promotion with potential for two grades |
| e. Other (please specify) _____ |

19. How many times have you moved at the GS/GM-12 level?

- | | |
|--------------|--------------------------------|
| a. Never | d. Three times |
| b. One time | e. Four or more times |
| c. Two times | f. Have not reached this grade |

PART I--Continued

20. If you changed your geographic location to accept a GS/GM-12 position, use the list on page 4 to indicate which location you moved FROM:
-
21. If you changed your geographic location to accept a GS/GM-12 position, use the list on page 4 to indicate which location you moved TO:
-
22. If you changed your geographic location to accept a GS/GM-12 position, indicate what type of job action was involved.
- a. None
 - b. Lateral reassignment
 - c. One grade promotion
 - d. One grade promotion with potential for two grades
 - e. Other (please specify) _____
-
23. How many times have you moved at the GS/GM-13 level?
- a. Never
 - b. One time
 - c. Two times
 - d. Three times
 - e. Four or more times
 - f. Have not reached this grade
24. If you changed your geographic location to accept a GS/GM-13 position, use the list on page 4 to indicate which location you moved FROM:
-
25. If you changed your geographic location to accept a GS/GM-13 position, use the list on page 4 to indicate which location you moved TO:
-
26. If you changed your geographic location to accept a GS/GM-13 position, indicate what type of job action was involved.
- a. None
 - b. Lateral reassignment
 - c. One grade promotion
 - d. One grade promotion with potential for two grades
 - e. Other (please specify) _____
-
27. How many times have you moved at the GS/GM-14 level?
- a. Never
 - b. One time
 - c. Two times
 - d. Three times
 - e. Four or more times
 - f. Have not reached this grade
28. If you changed your geographic location to accept a GS/GM-14 position, use the list on page 4 to indicate which location you moved FROM:
-
29. If you changed your geographic location to accept a GS/GM-14 position, use the list on page 4 to indicate which location you moved TO: _____
-

PART I--Continued

- a. None
 - b. HQ AFLC/Wright-Patt AFB OH
 - c. OC-ALC/Tinker AFB OK
 - d. OO-ALC/Hill AFB UT
 - e. SA-ALC/Kelly AFB TX
 - f. SM-ALC/McClellan AFB CA
 - g. WR-ALC/Robins AFB CA
 - h. AD/Eglin AFB FL
 - i. ASD/Wright-Patt AFB OH
 - j. BMD/Norton AFB CA
 - k. ESD/Hanscom MA
 - l. SD/Los Angeles CA
 - m. HQ USAF/Pentagon, Wash DC
 - n. Other (please identify)
30. If you changed your geographic location to accept a GS/GM-14 position, indicate what type of job action was involved.
- a. None
 - b. Lateral reassignment
 - c. One grade promotion
 - d. One grade promotion with potential for two grades
 - e. Other (please specify) _____
31. How many times have you moved at the GS/GM-15 level?
- a. Never
 - b. One time
 - c. Two times
 - d. Three times
 - e. Four or more times
 - f. Have not reached this grade
32. If you changed your geographic location to accept a GS/GM-15 position, use the list above to indicate which location you moved FROM:
- _____
33. If you changed your geographic location to accept a GS/GM-15 position, use the list above to indicate which location you moved TO:
- _____
34. If you changed your geographic location to accept a GS/GM-15 position, indicate what type of job action was involved.
- a. None
 - b. Lateral reassignment
 - c. One grade promotion
 - d. One grade promotion with potential for two grades
 - e. Other (please specify) _____
35. In which of the following year groups did you begin work at your CURRENT location?
- a. Prior to 1970
 - b. 1970-1974
 - c. 1975-1979
 - d. 1980-1984
 - e. 1985-1986

If you changed your geographic location more than once at the grade levels previously shown, please use the following spaces to identify the grade level, the FROM and TO locations (use the list on page 6), and the type of job action. Indicate none (a) if no additional moves occurred.

The grade level responses are:

- a. GS/GM-11
- b. GS/GM-12
- c. GS/GM-13
- d. GS/GM-14
- e. GS/GM-15

The type of job actions are:

- a. None
- b. Lateral reassignment
- c. One grade promotion
- d. One grade promotion with potential for two grades
- e. Other (please specify) _____

36. Grade Level: _____

37. Location moved FROM: _____

38. Location moved TO: _____

39. Type of job action: _____

40. Grade Level: _____

41. Location moved FROM: _____

42. Location moved TO: _____

43. Type of job action: _____

- Please continue with Part II on the next page -

PART II

The following list contains many of the factors which are relevant to decisions concerning mobility:

- a. **NONE**
- b. **PERSONAL** (health, education, travel, pending retirement, military reserve commitment)
- c. **FAMILY** (spouse's health or career; parents' health or age; children's health, age, or education; family commitments, turmoil of the move, hard to start over)
- d. **SOCIAL** (community, friends, neighbors, church, civic)
- e. **LOCALE** (climate/weather, area of the country, distance to family, retirement location)
- f. **ECONOMIC/FINANCIAL** (cost of living, cost of housing, mortgage rates, difficulty in selling home, local economy, personal investments)
- g. **JOB RELATIONSHIPS** (co-worker relationships, supervisory relationships, management relationships, organizational reputation)
- h. **JOB OPPORTUNITIES** (job challenge, promotion potential, career development, training opportunities, growth potential)
- i. **JOB COMPENSATION** (salary, performance and special achievement awards, personal recognition, better retirement pay)
- j. **JOB SITUATION** (type of work, supervisory level, tenure in the organization, variety, autonomy, job responsibility)
- k. **OTHER** (please explain)

Use the above list of factors to answer questions 44 to 55. For each question, identify the three most important factors in order of importance. If the factor you want is shown, indicate the letter only. However, if the factor you want is not shown, indicate "k" and explain your response in the space allowed. Please complete every question; use "a" when "none" is applicable.

If you have made a geographic move, please list the factors which most influenced your decision to move.

44. Most important: _____
45. Second most important: _____
46. Third most important: _____

PART II--Continued

If you ever decided NOT TO APPLY for a position at another geographic location, please list the factors which most influenced your decision NOT TO MOVE.

47. Most important: _____

48. Second most important: _____

49. Third most important: _____

Assume you are offered a job today at another geographic location and you DECIDE TO MOVE, what factors do you think would most influence your decision? (Use the list of factors on page 8)

50. Most important: _____

51. Second most important: _____

52. Third most important: _____

Assume you are offered a job today at another geographic location and you DECIDE NOT TO MOVE, what factors do you think would most influence your decision?

53. Most important: _____

54. Second most important: _____

55. Third most important: _____

- Please continue with Part III on the next page -

PART III

The following questions are designed to gather your opinions about current Air Force programs involving geographic mobility. Use the scale shown to answer questions 56 to 61. Circle the letter which most closely matches your opinion and then explain your answer. Feel free to include extra pages if necessary.

a.	b.	c.	d.	e.
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

56. Geographic mobility is important in providing the Air Force with the best qualified personnel

a. b. c. d. e.

Explain: _____

57. Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

a. b. c. d. e.

Explain: _____

58. It is possible to receive career broadening experience without being geographically mobile.

a. b. c. d. e.

Explain: _____

59. Being geographically mobile has been beneficial to my career.

a. b. c. d. e.

Explain: _____

60. Being geographically mobile will be beneficial to my career in the future.

a. b. c. d. e.

Explain: _____

PART II--Continued

If you ever decided NOT TO APPLY for a position at another geographic location, please list the factors which most influenced your decision NOT TO MOVE.

47. Most important: _____
48. Second most important: _____
49. Third most important: _____

Assume you are offered a job today at another geographic location and you DECIDE TO MOVE, what factors do you think would most influence your decision? (Use the list of factors on page 8)

50. Most important: _____
51. Second most important: _____
52. Third most important: _____

Assume you are offered a job today at another geographic location and you DECIDE NOT TO MOVE, what factors do you think would most influence your decision?

53. Most important: _____
54. Second most important: _____
55. Third most important: _____

- Please continue with Part III on the next page -

Part III--Continued

61. I believe I have a realistic opportunity for:

- a. No further promotions
- b. One more promotion
- c. Two more promotions
- d. Three more promotions
- e. Four or more promotions

PART IV

All information you provide on the following questions will be kept strictly confidential.

62. Total years of federal service?

- | | |
|----------------------|---------------------|
| a. less than 5 years | e. 20 to 24 years |
| b. 5 to 9 years | f. 25 to 29 years |
| c. 10 to 14 years | g. 30 to 34 years |
| d. 15 to 19 years | h. 35 or more years |

63. Number of years of previous military service?

- | | |
|----------------------|---------------------|
| a. none | f. 20 to 24 years |
| b. less than 5 years | g. 25 to 29 years |
| c. 5 to 9 years | h. 30 to 34 years |
| d. 10 to 14 years | i. 35 or more years |
| e. 15 to 19 years | |

64. Your current grade level?

- | | |
|-------------|-------------|
| a. GS/GM-11 | d. GS/GM-14 |
| b. GS/GM-12 | e. GS/GM-15 |
| c. GS/GM-13 | |

65. The Logistics Civilian Career Enhancement Program identifies the following Logistics Career Group Functions. Please circle the letter of the function which most closely represents the nature of the job you are currently performing.

- | | |
|---------------------------|---------------------------|
| a. Transportation | e. Program Management |
| b. Supply & Distribution | f. Acquisition Management |
| c. Maintenance & Prod Mgt | g. Other _____ |
| d. Logistics Management | |

66. Your gender?

- a. Male
- b. Female

Part IV--Continued

67. Your housing status?

- a. Rent
- b. Own Home

68. Your age?

- a. less than 35 years
- b. 36 to 45 years
- c. 46 to 55 years
- d. more than 55 years

69. Your marital status?

- a. Not married
- b. Married

70. Is your spouse employed outside the home?

- a. Not applicable
- b. No
- c. Yes

71. Would your spouse be willing to seek employment at another geographic location?

- a. Not applicable
- b. No
- c. Yes

72. Your job title: _____

73. Your CURRENT job series: _____

74. The first two letters of your office symbol: _____

This concludes the survey
THANK YOU FOR YOUR PARTICIPATION

Appendix B: SPSSx Data Analysis Routines

Set width=80
Title 'Felici-Lloyd-Rivera Mobility Study Analysis'
File Handle Civilian/Name='pop'
File Handle Output/Name='Outsurvey'
Data List File=Civilian Fixed Records=2/
1 series 1-4 mobile 6 locate 7-8 lat1st 9-10 lat2nd 11-12 lat3rd 13-
14 sing1st 15-16 sing2nd 17-18 sing3rd 19-20 twolst 21-22 two2nd 23-
24 two3rd 25-26 nev1st 27-28 nev2nd 29-30 nev3rd 31-32 x1lmove 33
from11 34-35 toll 36-37 typel1 38 x12move 39 from12 40-41 tol2 42-43
typel2 44 x13move 45 from13 46-47 tol3 48-49 typel3 50 x14move 51
from14 52-53 tol4 54-55 typel4 56 x15move 57 from15 58-59 tol5 60-61
typel5 62 lstmvyr 64 id 72-80/
2 xmovgrd 7 xmovfrm 8-9 xmovto 10-11 xmovtyp 12 xxmovgrd 13 xxmovfrm
14-15 xxmovto 16-17 xxmovtyp 18 yes1st 21-22 yes2nd 23-24 yes3rd 25-
26 nolst 27-28 no2nd 29-30 no3rd 31-32 will1st 33-34 will2nd 35-36
will3rd 37-38 wont1st 39-40 wont2nd 41-42 wont3rd 43-44 getbest 47
prepare 48 broaden 49 helped 50 willhelp 51 promo 52 yrsfed 55 yrsmil
56 curgrade 57 group 58 gender 59 home 60 age 61 marital 62 spouswrk
63 spousmov 64 id2 72-80
Set blanks=999
Missing values locate,lat1st,lat2nd,lat3rd,sing1st,sing2nd,sing3rd,
twolst,two2nd,two3rd,nev1st,nev2nd,nev3rd,from11,toll,from12,tol2,
from13,tol3,from14,tol4,from15,tol5,xmovfrm,xmovto,xxmovfrm,xxmovto
(15 thru highest, 99)
Missing values yes1st,yes2nd,yes3rd,nolst,no2nd,no3rd,will1st,will2nd,
will3rd,wont1st,wont2nd,wont3rd (12 thru highest, 99)
Missing values mobile,gender,home,marital (3 thru highest, 99)
Missing values x1lmove,x12move,x13move,x14move,x15move (7 thru highest,
99)
Missing values typel1,typel2,typel3,typel4,typel5,lstmvyr,xmovgrd,
xmovtyp,xxmovgrd,xxmovtyp,getbest,prepare,broaden,helped,willhelp,
promo,curgrade (6 thru highest, 99)
Missing values yrsfed (9 thru highest, 99)
Missing values yrsmil (10 thru highest, 99)
Missing values group (8 thru highest, 99)
Missing values age (5 thru highest, 99)
Missing values spouswrk,spousmov (4 thru highest, 99)
Recode xmovgrd,xxmovgrd (99=6)
Recode curgrade (1=99)
Recode locate (1=99)

COMMENT These missing values commands were included so that responses
coded beyond the possible choices will appear as missing data

Value Labels

```
mobile 1 'Not Mobile' 2 'Mobile'/
locate 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
lat1st 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
lat2nd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD/Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
lat3rd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
sing1st 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
sing2nd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
sing3rd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
twolst 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
two2nd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
two3rd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
nevlst 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
nev2nd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
```

nev3rd 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

xllmove 1 'None' 2 'One time' 3 'Two times' 4 'Three times' 5 'Four
 or more times' 6 'Have not reached this grade'/

from11 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

toll 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

typell 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/

xl2move 1 'None' 2 'One time' 3 'Two times' 4 'Three times' 5 'Four
 or more times' 6 'Have not reached this grade'/

from12 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

tol2 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

typel2 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/

xl3move 1 'None' 2 'One time' 3 'Two times' 4 'Three times' 5 'Four
 or more times' 6 'Have not reached this grade'/

from13 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

tol3 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

typel3 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/

xl4move 1 'None' 2 'One time' 3 'Two times' 4 'Three times' 5 'Four
 or more times' 6 'Have not reached this grade'/

from14 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

tol4 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/

typel4 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/

xl5move 1 'None' 2 'One time' 3 'Two times' 4 'Three times' 5 'Four
 or more times' 6 'Have not reached this grade'/
 froml5 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 tol5 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 typel5 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/
 l5tmvyr 99 'Missing data' 1 'Prior to 1970' 2 '1970-1974' 3 '1975-
 1979' 4 '1980-1984' 5 '1985-1986'/
 xmovgrd 1 'GS-GM-11' 2 'GS-GM-12' 3 'GS-GM-13' 4 'GS-GM-14' 5 'GS-GM-
 15' 6 'Have not moved more than once in grade'/
 xmovfrm 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 xmovto 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 xmovtyp 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/
 xxmovgrd 1 'GS-GM-11' 2 'GS-GM-12' 3 'GS-GM-13' 4 'GS-GM-14' 5 'GS-
 GM-15' 6 'Have not moved more than once in grade'/
 xxmovfrm 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 xxmovto 1 'None' 2 'Hq AFLC Wright-Patt' 3 'OC-ALC Tinker' 4 'OO-ALC
 Hill' 5 'SA-ALC Kelly' 6 'SM-ALC McClellan' 7 'WR-ALC Robins' 8
 'AD Eglin' 9 'ASD Wright-Patt' 10 'BMO Norton' 11 'ESD Hanscom' 12
 'SD Los Angeles' 13 'Hq USAF Pentagon' 14 'Other'/
 xxmovtyp 1 'None' 2 'Lateral reassignment' 3 'One grade promotion' 4
 'One grade promotion with potential for two grades' 5 'other'/
 yesl5 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 yes2nd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 yes3rd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 nol5 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 no2nd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/

no3rd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 willst 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 will2nd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 will3rd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 wont1st 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 wont2nd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 wont3rd 1 'None' 2 'Personal' 3 'Family' 4 'Social' 5 'Locale' 6
 'Economic-Financial' 7 'Job Relationships' 8 'Job Opportunities' 9
 'Job Compensation' 10 'Job Situation' 11 'Other'/
 getbest 99 'Missing Data' 1 'Strongly Disagree' 2 'Disagree'
 3 'Neither Agree Nor Disagree' 4 'Agree' 5 'Strongly Agree'/
 prepare 99 'Missing Data' 1 'Strongly Disagree' 2 'Disagree'
 3 'Neither Agree Nor Disagree' 4 'Agree' 5 'Strongly Agree'/
 broaden 99 'Missing Data' 1 'Strongly Disagree' 2 'Disagree'
 3 'Neither Agree Nor Disagree' 4 'Agree' 5 'Strongly Agree'/
 helped 99 'Missing Data' 1 'Strongly Disagree' 2 'Disagree'
 3 'Neither Agree Nor Disagree' 4 'Agree' 5 'Strongly Agree'/
 willhelp 99 'Missing Data' 1 'Strongly Disagree' 2 'Disagree'
 3 'Neither Agree Nor Disagree' 4 'Agree' 5 'Strongly Agree'/
 promo 1 'No further promotions' 2 'One more promotion'
 3 'Two more promotions' 4 'Three more promotions' 5 'Four or more
 promotions'/
 yrsfed 99 'Missing Data' 1 'Less than 5 years' 2 '5 to 9 years'
 3 '10 to 14 years' 4 '15 to 19 years' 5 '20 to 24 years'
 6 '25 to 29 years' 7 '30 to 34 years' 8 '35 or more years'/
 yrsmil 1 'None' 2 'Less than 5 years' 3 '5 to 9 years' 4 '10 to 14
 years' 5 '15 to 19 years' 6 '20 to 24 years' 7 '25 to 29 years' 8
 '30 to 34 years' 9 '35 or more years'/
 curgrade 99 'Missing Data' 1 'GS-GM-11' 2 'GS-GM-12' 3 'GS-GM-13'
 4 'GS-GM-14' 5 'GS-GM-15'/
 group 99 'Missing Data' 1 'Transportation' 2 'Supply & Distribution'
 3 'Maintenance & Prod Mgt' 4 'Logistics Management' 5 'Program
 Management' 6 'Acquisition Management' 7 'Other'/
 gender 99 'Missing Data' 1 'Male' 2 'Female'/
 home 99 'Missing Data' 1 'Rent' 2 'Own Home'/
 age 99 'Missing Data' 1 'Less than 35 years' 2 '36 to 45 years'
 3 '46 to 55 years' 4 'More than 55 years'/
 marital 99 'Missing Data' 1 'Not married' 2 'Married'/
 spouswrk 1 'Not applicable' 2 'No' 3 'Yes'/
 spousmov 1 'Not applicable' 2 'No' 3 'Yes'/

```

Do if value(x11move) lt 3 and value(x12move) lt 3 and value(x13move)
  lt 3 and value(x14move) lt 3 and value(x15move) lt 3
Recode xmovgrd (1 thru 5=99)
Recode xmovfrm (1 thru 14=99)
Recode xmovto (1 thru 14=99)
Recode xmovtyp (2 thru 5=99)
Recode xxmovgrd (1 thru 5=99)
Recode xxmovfrm (1 thru 14=99)
Recode xxmovto (1 thru 14=99)
Recode xxmovtyp (2 thru 5=99)
End if

```

```

Do if value(xmovfrm) lt 2 and value(xmovto) lt 2
Recode xmovgrd (1 thru 5=99)
Recode xmovtyp (2 thru 5=99)
End if

```

```

Do if value(xxmvmfrm) lt 2 and value(xxmvmto) lt 2
Recode xxmovgrd (1 thru 5=99)
Recode xxmovtyp (2 thru 5=99)
End if

```

```

Frequencies  Variables = xmovgrd xmovfrm xmovto xmovtyp xxmovgrd
  xxmovfrm xxmovto xxmovtyp

```

COMMENT This routine will determine if any extra moves occurred at any grade level and will recode information in the xmove and xxmove blocks as missing=99

```

Compute nummoves=0
Do if value (x11move) gt 1 and value (x11move) lt 6
Compute nummoves=nummoves + x11move
Else
Compute nummoves=nummoves
End if

```

```

Do if value (x12move) gt 1 and value (x12move) lt 6
Compute nummoves=nummoves+ x12move
Else
Compute nummoves=nummoves
End if

```

```

Do if value (x13move) gt 1 and value (x13move) lt 6
Compute nummoves=nummoves + x13move
Else
Compute nummoves=nummoves
End if

```

```

Do if value (xl4move) gt 1 and value (xl4move) lt 6
Compute nummoves=nummoves + xl4move
Else
Compute nummoves=nummoves
End if

```

```

Do if value (xl5move) gt 1 and value (xl5move) lt 6
Compute nummoves=nummoves + xl5move
Else
Compute nummoves=nummoves
End if

```

```

CROSSTABS      Tables=nummoves by locate,yrsfed to spousmov
Frequencies    Variables=nummoves

```

COMMENT This program will accumulate the total number of moves in the variable 'nummoves' by case. Satisfies research question 2.

```

Frequencies    Variables=series mobile locate lat1st lat2nd lat3rd
sing1st sing2nd sing3rd twolst two2nd two3rd nev1st nev2nd nev3rd
xl1move from11 toll typel1 xl2move from12 tol2 typel2 xl3move from13
tol3 typel3 xl4move from14 tol4 typel4 xl5move from15 tol5 typel5
lstmvyr xmovgrd xmovfrm xmovto xmovtyp xxmovgrd xxmovfrm xxmovto
xxmovtyp yes1st yes2nd yes3rd nolst no2nd no3rd will1st will2nd
will3rd wont1st wont2nd wont3rd getbest prepare broaden helped
willhelp promo yrsfed yrsmil curgrade group gender home age marital
spouswrk spousmov

```

COMMENT This routine will provide frequency counts for all variables.

```

Temporary
Select if      locate eq 2
Frequencies    Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

```

```

Temporary
Select if      locate eq 3
Frequencies    Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

```

```

Temporary
Select if      locate eq 4
Frequencies    Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

```

```

Temporary
Select if      locate eq 5
Frequencies    Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

```

Temporary
Select if locate eq 6
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 7
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 8
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 9
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 10
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 11
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 12
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 13
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

Temporary
Select if locate eq 14
Frequencies Variables=yrsfed yrsmil curgrade group gender home age
marital mobile lstmvyr spouswrk spousmov willmove

COMMENT This routine will provide frequencies for demographic variables
for all individuals by current location.

Temporary
Select if (yes1st gt 1) or (yes2nd gt 1) or (yes3rd gt 1)
Crosstabs yes1st to yes3rd by mobile,yrsfed to spousesmov

Temporary
Select if (no1st gt 1) or (no2nd gt 1) or (no3rd gt 1)
Crosstabs no1st to no3rd by mobile,yrsfed to spousesmov

Temporary
Select if (will1st gt 1) or (will2nd gt 1) or (will3rd gt 1)
Crosstabs will1st to will3rd by mobile,yrsfed to spousesmov

Temporary
Select if (wont1st gt 1) or (wont2nd gt 1) or (wont3rd gt 1)
Crosstabs wont1st to wont3rd by mobile,yrsfed to spousesmov

COMMENT This routine provides the mobility decision factors by demographic characteristic. Satisfies Research Questions 16-19.

Do if Sum(x11move,x12move,x13move,x14move,x15move) eq 1
Compute moblevel=0
Else if Sum(x11move,x12move,x13move,x14move,x15move) lt 4
Compute moblevel=2
Else if Sum(x11move,x12move,x13move,x14move,x15move) ge 4
Compute moblevel=3
Else
Compute moblevel=99
End if

Crosstabs Tables = moblevel by locate,yrsfed to spousesmov
Statistics all

COMMENT This routine will divide the respondents in three groups, those who have never moved, those who are relatively mobile (moved once or twice), and those who are considered highly mobile (moved 3 or more times). Information will be provided about their demographic characteristics. Answers research question 1.

Do if Sum(x11move,x12move,x13move,x14move,x15move) gt 1 and
Sum(x11move,x12move,x13move,x14move,x15move) lt 6
Compute move=1
Else
Compute move=2
End if


```

Crosstabs      Tables=locate by from11 by to11
Crosstabs      Tables=locate by from12 by to12
Crosstabs      Tables=locate by from13 by to13
Crosstabs      Tables=locate by from14 by to14
Crosstabs      Tables=locate by from15 by to15
Crosstabs      Tables=locate by xmovfirm by xmovto
Crosstabs      Tables= locate by xxmovfirm by xxmovto

```

COMMENT This routine provides the pipeline patterns for past moves.
Satisfies Research Questions 6 and 7.

```

Crosstabs      Tables=1stmvyr by move by locate,yrsfed to spousesmov

```

COMMENT This routine separates those who have moved from those who have not and provides the year group of the last move for the mobile respondents. Satisfies Research Question 3.

```

Do if value(nev1st) = value(locate)
Compute nev1st=1
Else
Compute nev1st=nev1st
End if

```

```

Do if value(nev2nd) = value(locate)
Compute nev2nd=1
Else
Compute nev2nd=nev2nd
End if

```

```

Do if value(nev3rd) = value(locate)
Compute nev3rd=1
Else
Compute nev3rd=nev3rd
End if

```

```

Do if value(nev1st) gt 1 or value(nev2nd) gt 1 or value(nev3rd) gt 1
Compute never=1
Else
Compute never=0
End if

```

```

Crosstabs      Tables=never by nev1st to nev3rd

```

COMMENT This routine identifies the locations most frequently selected as unacceptable for any move. Satisfies Research Question 14.

```
Compute nummoves=0
Do if value(xl1move) gt 1 and value(xl1move) lt 6
Compute nummoves=nummoves + xl1move
Else
Compute nummoves=nummoves
End if
```

```
Do if value(xl2move) gt 1 and value(xl2move) lt 6
Compute nummoves=nummoves + xl2move
Else
Compute nummoves=nummoves
End if
```

```
Do if value(xl3move) gt 1 and value(xl3move) lt 6
Compute nummoves=nummoves + xl3move
Else
Compute nummoves=nummoves
End if
```

```
Do if value(xl4move) gt 1 and value(xl4move) lt 6
Compute nummoves=nummoves + xl4move
Else
Compute nummoves=nummoves
End if
```

```
Do if value(xl5move) gt 1 and value(xl5move) lt 6
Compute nummoves=nummoves + xl5move
Else
Compute nummoves=nummoves
End if
```

```
Do if value(lat1st) = value(locate)
Compute lat1st=1
Else
Compute lat1st=lat1st
End if
```

```
Do if value(lat2nd) = value(locate)
Compute lat2nd=1
Else
Compute lat2nd=lat2nd
End if
```

```
Do if value(lat3rd) = value(locate)
Compute lat3rd=1
Else
Compute lat3rd=lat3rd
End if
```

```

Do if value(lat1st) gt 1 or value(lat2nd) gt 1 or value(lat3rd) gt 1
Compute lateral=1
Else
Compute lateral=0
End if

Do if value(sing1st) = value(locate)
Compute sing1st=1
Else
Compute sing1st=sing1st
End if

Do if value(sing2nd) = value(locate)
Compute sing2nd=1
Else
Compute sing2nd=sing2nd
End if

Do if value(sing3rd) = value(locate)
Compute sing3rd=1
Else
Compute sing3rd=sing3rd
End if

Do if value(sing1st) gt 1 or value(sing2nd) gt 1 or value(sing3rd) gt 1
Compute single=1
Else
Compute single=0
End if

Do if value(twolst) = value(locate)
Compute twolst=1
Else
Compute twolst=twolst
End if

Do if value(two2nd) = value(locate)
Compute two2nd=1
Else
Compute two2nd=two2nd
End if

Do if value(two3rd) = value(locate)
Compute two3rd=1
Else
Compute two3rd=two3rd
End if

Do if value(twolst) gt 1 or value(two2nd) gt 1 or value(two3rd) gt 1
Compute two=1
Else
Compute two=0
End if

```

Do if value(lateral) eq 1 or value(single) eq 1 or value(two) eq 1
Compute totalmov=1
Else
Compute totalmov=0
End if

Frequencies Variables=totalmov
Crosstabs Tables=totalmov by locate,yrsfed to spousesmov

COMMENT This routine will provide the percentage of respondents willing to move for a lateral reassignment, a single grade promotion, and/or a single grade with potential for a two grade promotion. Satisfies Research Question 5.

Frequencies Variables=lateral
Crosstabs Tables=lateral by locate,yrsfed to spousesmov

COMMENT This routine provides the percentage of people, by demographic characteristic, who are willing to move for a lateral reassignment. Satisfies Research Question 8.

Frequencies Variables=single
Crosstabs Tables=single by locate,yrsfed to spousesmov

COMMENT This routine provides the percentage of people, by demographic characteristic, who are willing to move for a single grade promotion. Satisfies Research Question 10.

Frequencies Variables=two
Crosstabs Tables=two by locate,yrsfed to spousesmov

COMMENT This routine provides the percentage of respondents, by demographic characteristic, who are willing to move for a single grade with potential for a two grade promotion. Satisfies Research Question 12.

Crosstabs Tables=lateral by lat1st to lat3rd

COMMENT This routine identifies the locations acceptable for a lateral reassignment. Satisfies Research Question 9.

Crosstabs Tables=single by sing1st to sing3rd

COMMENT This routine identifies the locations acceptable for a single grade promotion. Satisfies Research Question 11.

Crosstabs Tables=two by twolst to two3rd

COMMENT This routine identifies the locations acceptable for a single grade with potential for a two grade promotion. Satisfies Research Question 13.

Crosstabs Tables= lateral,single,two by nummoves

COMMENT This routine satisfies Research Question 15 - Are people who have previously moved more likely to move again?

Crosstabs Tables=getbest to promo by locate,yrsfed to spousmov
Frequencies Variables=getbest to promo

COMMENT This routine provides crosstabulations of the respondents' opinions and the demographic characteristics. Satisfies Research Questions 20 - 24.

Crosstabs Tables=promo by locate,yrsfed to spousmov

COMMENT This routine displays the respondents perceived promotional opportunities by the demographic characteristics. Satisfies Research Question # 25.

Crosstabs Tables=promo by getbest to willhelp

COMMENT This routine displays perceived promotional opportunity according to the respondents' opinions on Survey Questions 56 - 60.

Finish

Appendix C: Respondents' Opinions on the Subject of Geographic Mobility

Survey Question 56: Geographic mobility is important in providing the Air Force with the best qualified personnel.

<u>RESPONSE CATEGORIES</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
A - Strongly Disagree	50	77	44	14
B - Disagree	150	149	62	28
C - Neither	107	93	36	9
D - Agree	225	203	79	30
E - Strongly Agree	93	61	37	10

=====

<u>COMMENTS</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
If enough qualified civilians are available, personnel can be chosen locally.	6	4	3	0
Geographic mobility does not necessarily make an individual better qualified.	20	30	5	5
The stability and continuity provided by the civilian work force should not be affected by mobility. Corporate memory.	4	8	4	2
Important that best qualified personnel be made available where needed.	23	11	6	1

Survey Question 57: Geographic mobility is necessary to adequately prepare civilian logisticians for senior level management positions.

<u>RESPONSE CATEGORIES</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
A - Strongly Disagree	53	72	45	17
B - Disagree	165	167	75	28
C - Neither	110	82	34	7
D - Agree	213	179	63	27
E - Strongly Agree	84	83	42	12

=====

<u>COMMENTS</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
Senior management needs experience from multiple locations and positions.	20	22	5	2
Geographic mobility does not necessarily make an individual better qualified.	15	7	1	4
Experience is more important than mobility.	2	3	5	1

Survey Question 58: It is possible to receive career broadening experience without being geographically mobile.

<u>RESPONSE CATEGORIES</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
A - Strongly Disagree	17	18	12	5
B - Disagree	81	69	23	9
C - Neither	61	62	17	2
D - Agree	331	305	124	37
E - Strongly Agree	136	130	82	37

=====

<u>COMMENTS</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
Career broadening is possible by working in various positions (directorates) at the same location.	72	59	36	6
Career broadening is possible by working in different directorates at an ALC.	59	51	20	8
Without mobility focus is limited.	6	2	0	2
Career broadening is feasible at WPAFB due to the many logistics functions performed there.	4	13	11	2

Survey Question 59: Being geographically mobile has been beneficial to my career.

<u>RESPONSE CATEGORIES</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
A - Strongly Disagree	92	108	60	22
B - Disagree	151	118	45	19
C - Neither	244	180	68	16
D.- Agree	85	104	47	22
E - Strongly Agree	50	73	38	12

=====

<u>COMMENTS</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
Have not made geographic moves.	99	73	35	4
Not being mobile has not affected my career goals/progress.	5	16	7	2

Survey Question 60: Being geographically mobile will be beneficial to my career in the future.

<u>RESPONSE CATEGORIES</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
A - Strongly Disagree	65	71	40	25
B - Disagree	119	110	57	18
C - Neither	195	170	60	16
D - Agree	179	176	65	17
E - Strongly Agree	68	64	35	15

=====

<u>COMMENTS</u>	<u>GRADES</u>			
	<u>GS-12</u>	<u>GS-13</u>	<u>GM-14</u>	<u>GM-15</u>
Being geographically mobile could enhance advancement opportunities.	17	22	10	3
I do not intend to move.	27	22	13	2
I am close to retirement	34	32	12	5

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1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED			1b. RESTRICTIVE MARKINGS		
2a. SECURITY CLASSIFICATION AUTHORITY			3. DISTRIBUTION/AVAILABILITY OF REPORT Approved for public release; distribution unlimited		
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE			5. MONITORING ORGANIZATION REPORT NUMBER(S)		
4. PERFORMING ORGANIZATION REPORT NUMBER(S) AFIT/GLM/LSM/89D-51			7a. NAME OF MONITORING ORGANIZATION		
5a. NAME OF PERFORMING ORGANIZATION School of Systems and Logistics		6b. OFFICE SYMBOL (if applicable) AFIT/LSM	7b. ADDRESS (City, State, and ZIP Code)		
6c. ADDRESS (City, State, and ZIP Code) Air Force Institute of Technology Wright-Patterson AFB OH 45433-6583			9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER		
8a. NAME OF FUNDING/SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (if applicable)	10. SOURCE OF FUNDING NUMBERS		
8c. ADDRESS (City, State, and ZIP Code)			PROGRAM ELEMENT NO.	PROJECT NO.	TASK NO.
			WORK UNIT ACCESSION NO.		
11. TITLE (Include Security Classification) AN ANALYSIS OF THE STATUS OF AND FACTORS INFLUENCING MOBILITY OF THE AIR FORCE CIVILIAN LOGISTICIAN PART II					
12. PERSONAL AUTHOR(S) Margarita Rivera, B.S.					
13a. TYPE OF REPORT MS Thesis		13b. TIME COVERED FROM _____ TO _____		14. DATE OF REPORT (Year, Month, Day) 1989 December	
				15. PAGE COUNT 377	
16. SUPPLEMENTARY NOTATION					
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)		
FIELD	GROUP	SUB-GROUP			
05	09		Air Force Civilian Personnel Relocation		
			Mobility Personnel Development Personnel		
			Management Personnel Selection Careers		
19. ABSTRACT (Continue on reverse if necessary and identify by block number)					
Thesis Advisor: David E. Lloyd, Lt Col, USAF Assist Prof of Log Mgt					
Approved for public release: IAW AFR 190-1. <i>Larry W. Emmelhainz</i> LARRY W. EMMELHAINZ, Lt Col, USAF 12 Jan 90 Director of Research and Consulting Air Force Institute of Technology (AU) Wright-Patterson AFB OH 45433-6583					
20. DISTRIBUTION/AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT. <input type="checkbox"/> DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED		
22a. NAME OF RESPONSIBLE INDIVIDUAL David E. Lloyd, Lt Col, USAF			22b. TELEPHONE (Include Area Code) (513) 255-5023		22c. OFFICE SYMBOL AFIT/LSM

DD Form 1473, JUN 86

Previous editions are obsolete.

SECURITY CLASSIFICATION OF THIS PAGE

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The objective of this research effort was to determine the extent of geographic mobility and identify the factors which influence the mobility of Air Force civilian logisticians. This research effort builds upon a study performed by Carol J. Felici in 1986. The interested reader should review Felici's work, as it contains the rationale and research design for this study.

The data contained in this study was generated from a questionnaire sent to 2593 civilian logisticians in the grades GS-12 through GM-15. Responses were received from 1594 individuals. Actual mobility histories, possible relocation sites, decision influencing factors, opinions about mobility, and selected demographic characteristics were analyzed to determine both the extent of and the factors which influence the mobility of the Air Force civilian logistician. The

The analysis of this data has provided new insight into the area of mobility of the Air Force civilian logistician:

1. 63.68 percent of the respondents had never moved as a GS-11 or higher. There was however a highly mobile minority that accounted for a large portion of the moves.
2. Air Force management has not been successful in communicating the need and importance of geographic mobility to the GS-12 through GM-15 civilian logistician work force. Although the respondents can intellectually see the value of mobility to the Air Force, they do not view geographic mobility as a personal priority.
3. The primary factors involved in mobility decisions are job opportunities and family.
4. The major pipeline movement patterns were identified.

To conclude, recommendations were made to improve the questionnaire and future data analysis.

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